annual report 2022



let's find work that feels good.

randstad

contents.



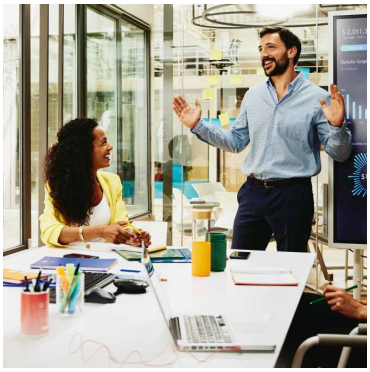
randstad in 2022

8 message from the CEO
10 key figures
14 key financials
15 key non-financials
16 about randstad
19 our strong foundation
24 the world around us
30 our strategy and progress

how we create value

40 value creation model
41 key material topics
44 integrated reporting framework
46 our value for talent
53 our value for clients
58 our value for employees
66 our value for society
86 our value for investors
93 performance management
94 financial review
102 market performance
116 risk & opportunity management





ESG reporting

132 ESG reporting framework
133 benchmarks
134 SDG commitments
138 KPIs and measuring methodologies
143 environmental
146 social
151 governance

governance

160 corporate governance
168 executive board
170 supervisory board
172 report of the supervisory board
182 remuneration report



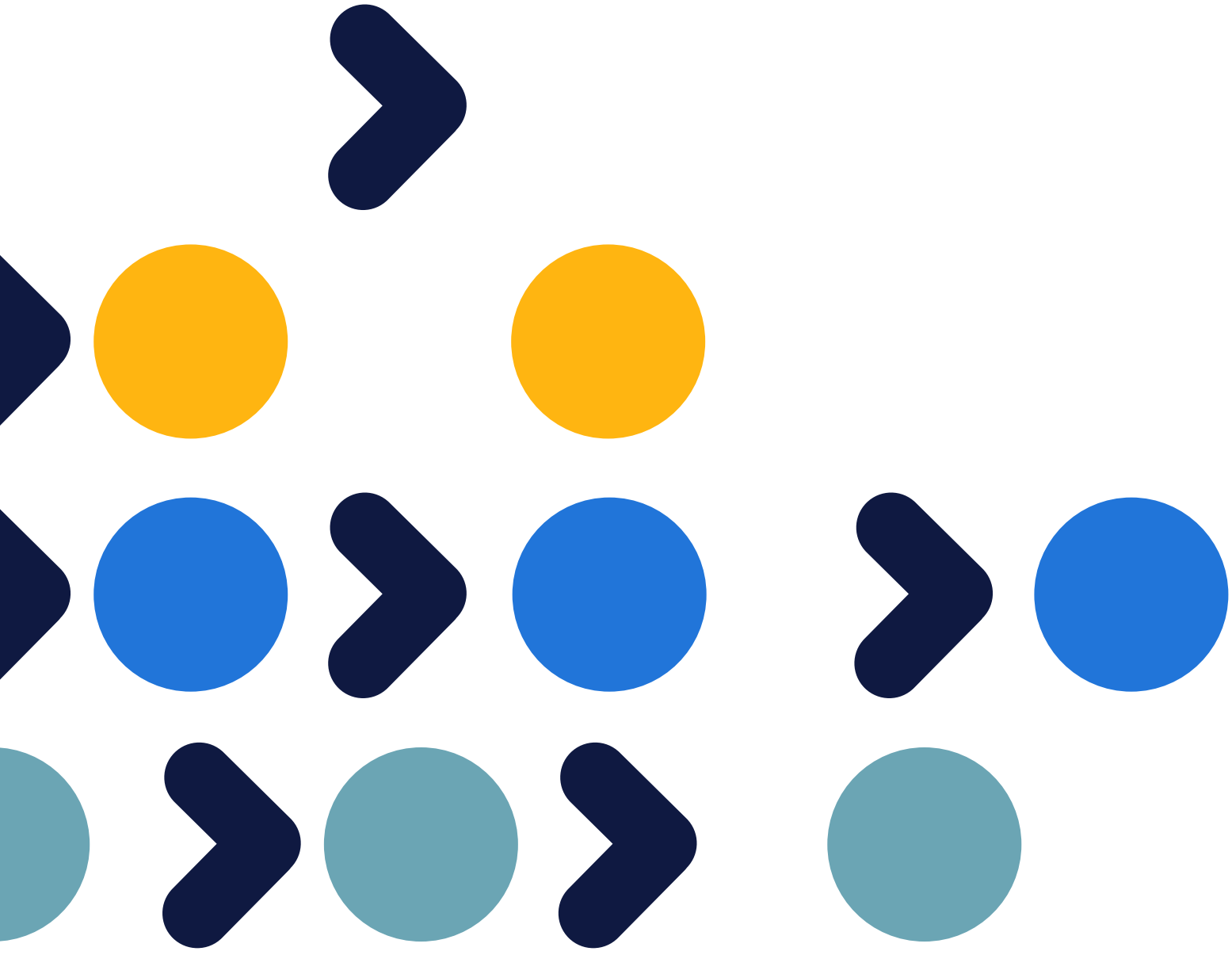
financial statements

199 contents financial statements
200 consolidated financial statements
204 main notes to the consolidated financial statements
231 notes to the consolidated income statement
235 notes to the consolidated statement of financial position
248 notes to the consolidated statement of cash flows
251 other notes to the consolidated financial statements
259 company financial statements
261 notes to the company financial statements
265 other information



appendix

282 ten years of randstad
284 GRI content index
287 global compact index
288 our key brands
289 global sustainability and industry memberships and partnerships
290 certifications, rankings and awards
295 material topic definitions
298 glossary
304 countries and entities



about this report.

ESEF filing

The Randstad N.V. annual report 2022 ESEF filing is available in the annual reports section on our corporate website (www.randstad.com). This copy of the 2022 Annual Report is not in the ESEF format as specified by the European Commission in the Regulatory Technical Standard on ESEF (Regulation (EU) 2019/815).

structure of the integrated report

This report covers the Randstad Group, including all our consolidated entities as stated in 'note 28 subsidiaries.' Our financial and non-financial results are presented in one integrated report and relate to all consolidated entities for the period of January 1 until December 31, 2022, unless stated otherwise. The sections Randstad in 2022, How we create value, ESG reporting and Corporate governance together form the Management Report as referred to in Section 2:391 of the Dutch Civil Code.

This annual report was written around the value Randstad creates for its key stakeholders in the long term and intends to inform stakeholder groups that are impacted by our business or have an impact on it. Our key stakeholder groups are talent, clients, employees, investors and society. An integrated value creation model is presented at the beginning of the report and visualizes the way Randstad adds value with its business model and strategy, resulting in the value we create and deliver while simultaneously promoting the interests of all our key stakeholders. Each value chapter starts with an overview presenting the cohesion of the different elements of our strategy, targets, material topics, SDGs, KPIs, and related risks and opportunities. To improve clarity and transparency, we included an ESG reporting section in which ESG performance is presented.

reporting guidelines

Randstad has been publishing an integrated report since 2013. Integrated reporting and integrated thinking have increasingly become part of our processes. As such, we prepared this report in line with the IIRC Integrated Reporting (IR) framework. The report was compiled with reference to the Global Reporting Initiative (GRI) Universal Standards. A GRI content index (included in the appendix) shows where in the annual report information can be found. Randstad complies with the UN Global Compact principles. By signing these ten principles, Randstad has committed to considering key themes such as human rights, working conditions, and anti-corruption in its core processes and toward all stakeholders.

non-financial data collection

We further enhanced our non-financial reporting to increase alignment with our strategic focus. Our operating companies report on the non-financial data every quarter through our financial system in accordance with our global non-financial reporting guidelines. At Group level, the data is consolidated, validated, and discussed with management. At both local and global level, data reviews are performed and, in the event of irregularities, discussed with the relevant data and content owners. Although the data reported in the annual report was collected and verified in a structured way in order to ensure its reliability, some information may be based on assumptions (e.g., extrapolations for energy consumption) if the full-year data was not available before the reporting date.

assurance

Our auditor's provide reasonable assurance over the financial statements. The sustainability information included in the section ESG reporting excluding the EU Taxonomy regulation disclosures and the Scope 3 Purchased goods and services KPI are covered by our auditor's limited assurance report. Our Business Risk & Audit department performs audits on specific financial, operational and non-financial information.

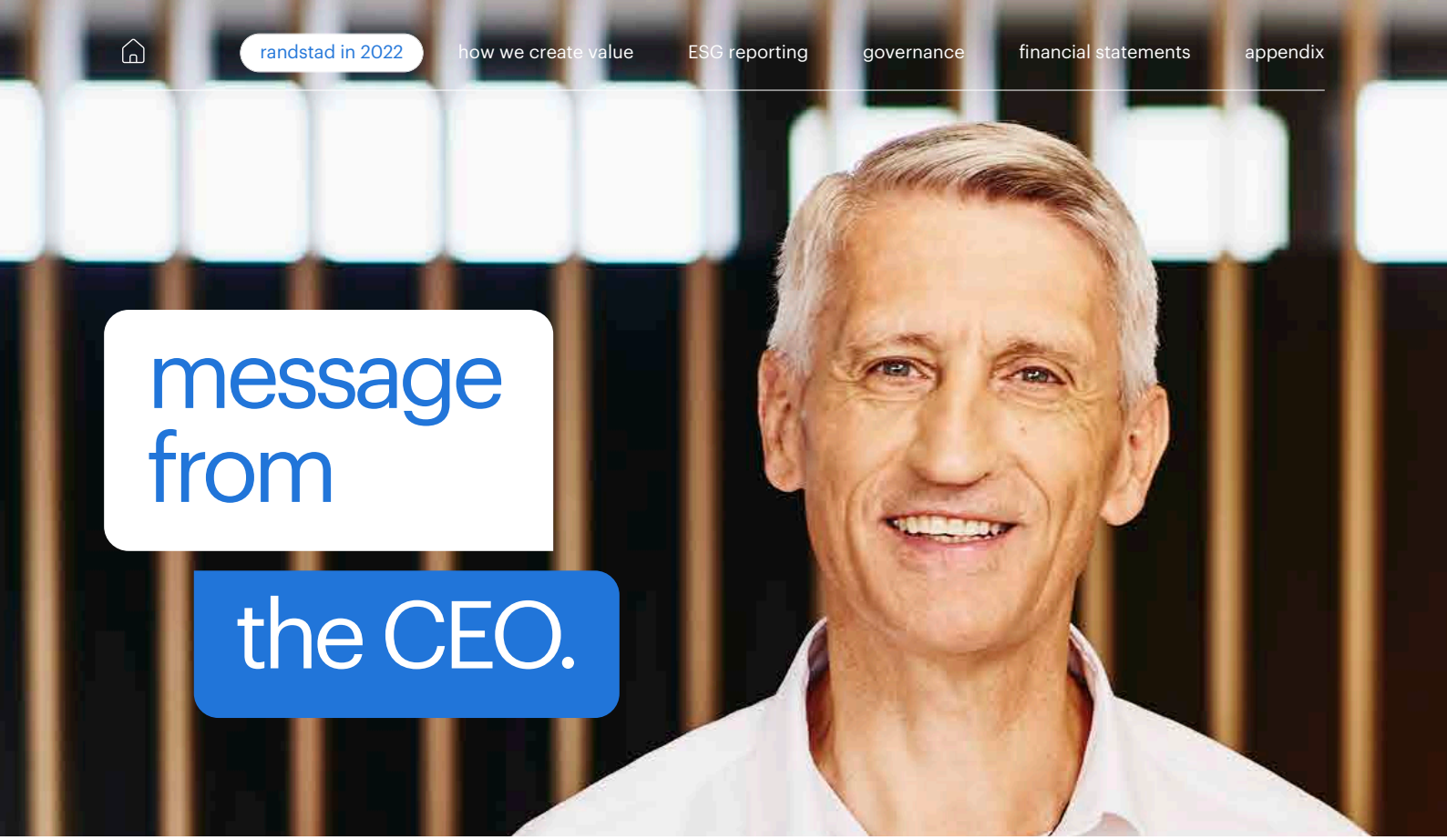
forward-looking statements

The management report contains forward-looking statements on Randstad N.V.'s future financial performance, results from operations, and goals and strategy. Because they refer to events in the future and depend on circumstances that cannot be foreseen in advance, numerous factors may cause material deviation from the results and developments indicated in these statements (e.g., general economic circumstances, labor market developments, changes in legislation, future exchange and interest rates, changes in tax rates and subsidies, and technological developments). Undue reliance should therefore not be placed on these forward-looking statements. They are made at the time of publication of the annual financial statements of the company and in no way provide guarantees for future performance. For this reason, we can offer no assurances that the forward-looking statements published here will prove correct at a future date, and the company assumes no duty to update any such forward-looking statements.



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30 our strategy and progress



message from the CEO.

Dear Stakeholder,

It has been my sincere privilege and honor to follow in the footsteps of Randstad's esteemed founder Frits Goldschmeding whose legacy lives on in the Goldschmeding Foundation for people, work and the economy. I am very grateful to Jacques van den Broek for his contributions and for leaving Randstad in a great position. Since joining Randstad, I have spent a lot of time listening and learning from our clients, our talent, our employees, and our shareholders. The feedback is always consistent: Randstad is appreciated as a trusted partner that delivers on its promises and a company that puts people at the heart of everything it does.

What is also very clear from my conversations is that the world of work is changing significantly and COVID has only served to accelerate this. It has become clear to me that Randstad is well positioned in this dynamic world of work. We have the best team in the industry with a strong culture that combines entrepreneurship and operational rigor.

I am very proud of how our business has performed through a period of change in the world of work. Randstad delivered an outstanding performance in 2022, with revenue of € 27.6 billion and underlying EBITA of € 1.3 billion. Robust levels of demand from clients and persistent levels of talent scarcity underpinned our full-year performance, and the improvements we delivered in profitability and margin show the benefits of our firm focus on cost management, value-based pricing and business mix. Client activity moderated in the fourth quarter, and this trend has continued into early 2023. However, our deep understanding of talent and clients, together with our experienced leadership team positions us well to navigate the macroeconomic environment.

In line with our existing capital allocation policy, we propose a return of around € 921 million of capital to our shareholders over FY 2022, of which regular dividend of € 2.85 per ordinary share, and a share buyback program of around € 400 million.

three trends define today's world of work

Today, the working world is defined by three key trends. First, entrenched levels of talent scarcity have shifted the power towards talent. Second, talent is now – more than ever – a strategic requirement for our clients, who need more sophisticated support to address their talent requirements. And third, our industry is digitizing at speed.

We are in the middle of a profound shift in how we work and the relationship between employer and employee is no longer the same. Expectations are for companies to provide more than a job and a paycheck. Talent wants employers to focus on meaningful work, with opportunities to develop. Great value is placed on flexibility and a sense of belonging.

Employers need to embrace this new social contract and prioritize the talent experience to ensure they are well-placed to recruit and retain their people. They are looking for a trusted partner to navigate these dynamics and respond to the changes required to succeed in this new environment.

"we want to be known as an equitable company; one that people can trust and one that provides fair opportunities to people from all backgrounds"

The world of work is also experiencing transformative change driven by technological innovation and digitization at scale. Clients and talent expect seamless, efficient, and effective journeys, and technology is a key enabler of this.

new management structure to drive growth

Randstad has great depth in our leadership ranks with many long-tenured and operationally experienced leaders around the globe. In September, we announced a new Executive Leadership team to more closely align our organization with the changing market dynamics. In this team, we created new roles of Chief Talent Officer and Chief Client Delivery Officer to oversee our work with our critical stakeholder groups. To be close to our clients, we now have six geographical and business leaders, who work together with our COO to drive the performance of the business, ensuring that all talent and clients enjoy a consistent and exceptional experience wherever they are in the world.

Finally, our new CHRO is focused on making Randstad an even greater place to work, and our new CIO is working on unifying our IT systems while accelerating our progress in digital and making better use of the data we have at scale. By focusing on these areas, I firmly believe Randstad will increasingly be the 'partner of choice' for both talent and clients. We will set a new standard within the industry.

looking ahead with confidence

Going forward, we will put talent even more firmly at the heart of everything we do. We have to become the destination of choice for talent so that we can be an integral partner in executing our clients' talent agenda. This means Randstad will be a more specialized, equitable and digital business.

In an increasingly dynamic world of work, defined by shortages across both skilled and unskilled cohorts, having a deep and insights-led understanding of what our clients and talent are looking for will be critical to our future success. We have always taken the lead in shaping the world of work and improving workers' employability and access to social protection systems. By promoting equal opportunities and contributing to better functioning labor markets, we enable talent and clients to realize their true potential. However, we want to have more impact in the future and be known as an equitable company; one that people can trust and one that provides fair opportunities to people from all backgrounds. Creating a wider and more diverse talent pool is a business imperative in a talent-scarce world. Lastly, there is digitization, our dedication to innovation and relentless focus on harmonization and improvement will only continue moving forwards.

I would like to end with a heartfelt note of thanks. To our talent, clients, and shareholders, thank you for your trust and partnership, and to Randstad employees, thank you for your hard work and continued dedication to making us a partner of choice.

Best regards,
Sander van 't Noordende

key figures.



€ 27,568

revenue in millions
(2021: € 24,635)
> page 94



4.7%

underlying EBITA margin
(2021: 4.4%)
> page 97



€ 1,041

adjusted net income
in millions (2021: € 806)
> page 98



€ 739

free cash flow in millions
(2021: € 590)
> page 100



€ 2.85

proposed regular
dividend per ordinary share
(2021: € 2.19)
> page 90



1

global leader
in HR services
> page 24



662,600

number of candidates
working (on daily basis)
(2021: 653,300)
> page 102



342,700

number of
permanent placements (incl. RPO)
(2021: 276,100)
> page 102



374,900

number of
candidates trained
(2021: 406,400)
> page 46



49,300

number of
employees trained
(2021: 45,600)
> page 60



50%

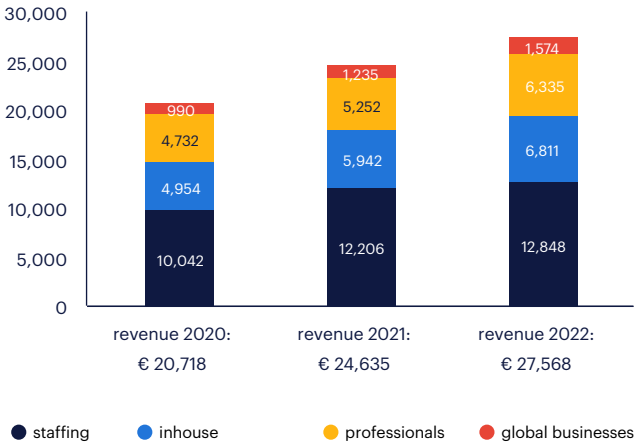
women in senior
leadership positions
(2021: 50%)
> page 146



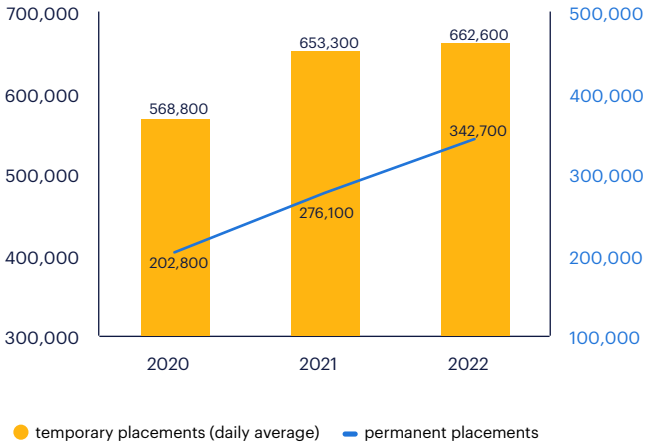
8.1

employee engagement
score (2021: 8.1)
> page 62

revenue in millions of €

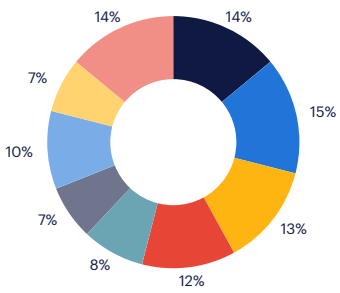


candidates placed in jobs



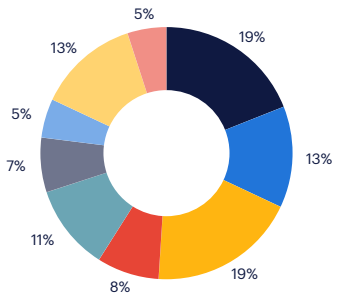
geographic spread of staffing revenue

staffing revenue € 12,848 million



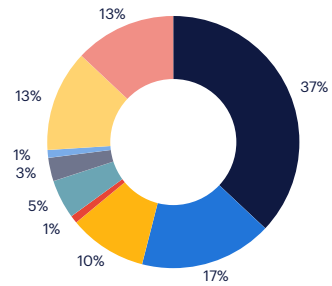
geographic spread of inhouse revenue

inhouse revenue € 6,811 million



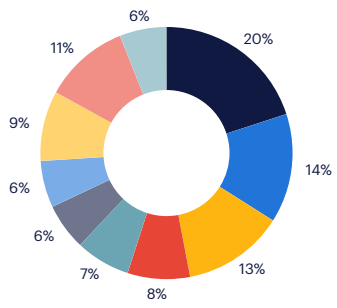
geographic spread of professionals revenue

professionals revenue € 6,335 million



total revenue spread

total revenue € 27,568 million

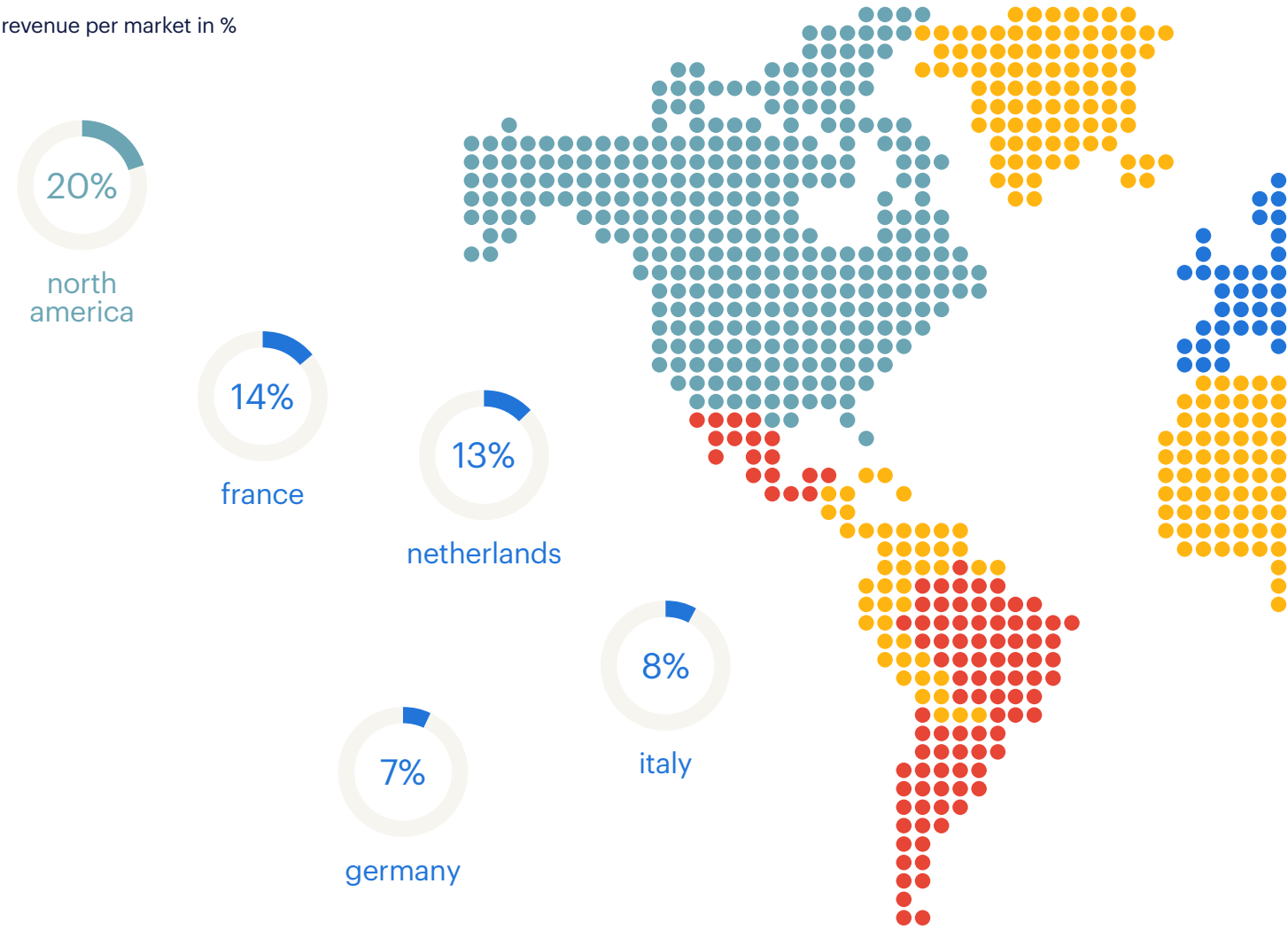


north america | netherlands | germany | iberia | rest of the world
france | italy | belgium & luxembourg | other european countries | global businesses

our global presence.

revenue € 27,568 million (€ 24,635 million in 2021)

revenue per market in %



north america
- revenue € 5,497 million
- 7,100 corporate staff
- 91,100 candidates (avg. weekly)
- 1,193 outlets, incl. 539 inhouse

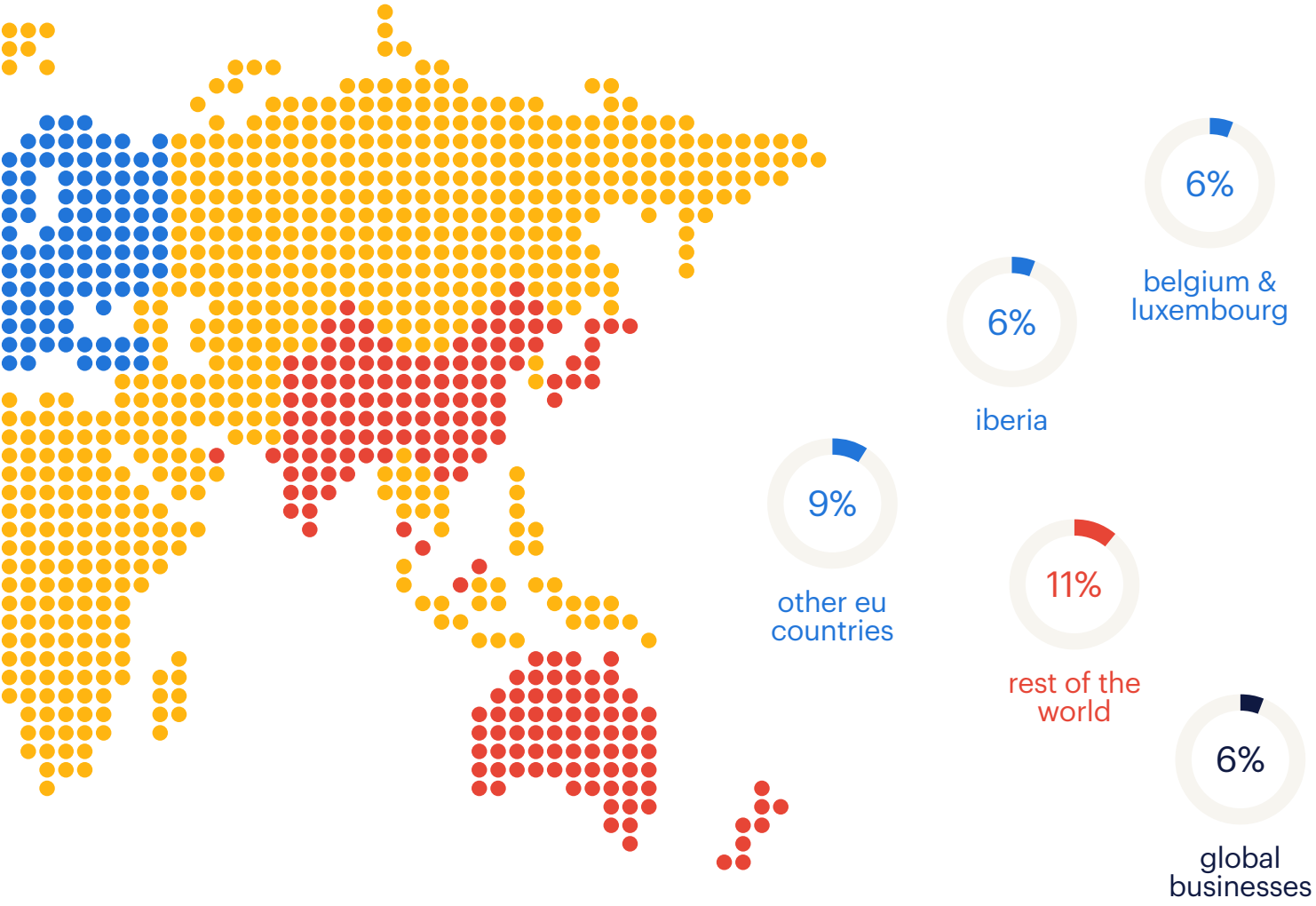
france
- revenue € 3,916 million
- 4,830 corporate staff
- 87,300 candidates (avg. weekly)
- 666 outlets, incl. 301 inhouse

italy
- revenue € 2,231 million
- 2,980 corporate staff
- 59,500 candidates (avg. weekly)
- 283 outlets, incl. 39 inhouse

netherlands
- revenue € 3,526 million
- 4,140 corporate staff
- 68,900 candidates (avg. weekly)
- 613 outlets, incl. 349 inhouse

germany
- revenue € 2,014 million
- 2,920 corporate staff
- 38,500 candidates (avg. weekly)
- 516 outlets, incl. 200 inhouse

→ our global presence.



belgium & luxembourg
- revenue € 1,681 million
- 2,410 corporate staff
- 44,000 candidates (avg. weekly)
- 331 outlets, incl. 178 inhouse

other european countries
- revenue € 2,515 million
- 4,020 corporate staff
- 60,200 candidates (avg. weekly)
- 494 outlets, incl. 227 inhouse

rest of the world
- revenue € 2,993 million
- 6,470 corporate staff
- 142,300 candidates (avg. weekly)
- 305 outlets, incl. 91 inhouse

iberia
- revenue € 1,621 million
- 2,610 corporate staff
- 61,800 candidates (avg. weekly)
- 373 outlets, incl. 162 inhouse

global businesses
- revenue € 1,574 million
- 8,290 corporate staff
- 9,000 candidates (avg. weekly)
- 131 outlets

key financials.

in millions of €, unless otherwise indicated	2022	2021	Δ
Underlying[1]			
Revenue	27,568	24,635	12%
Gross profit	5,755	4,873	18%
EBITA[2]	1,294	1,095	18%
Actual			
Revenue	27,568	24,635	12%
Gross profit	5,751	4,896	17%
EBITA[2]	1,164	1,086	7%
Net income	929	768	21%
Free cash flow[3]	739	590	25%
Net debt, excluding lease liabilities[4]	272	(179)	(252%)
Net debt (including lease liabilities)	870	415	110%
Leverage ratio (net debt/12-month EBITDA)	0.6	0.3	
Total equity	4,915	4,902	0%
Ratios (in % of revenue)			
Underlying[1]			
Gross margin	20.9%	19.8%	
EBITA margin	4.7%	4.4%	
Actual			
Gross margin	20.9%	19.9%	
EBITA margin	4.2%	4.4%	
Net income margin	3.4%	3.1%	
Share data			
Basic earnings per ordinary share (in €)	5.04	4.13	22%
Basic earnings per ordinary share, underlying (in €)[5]	5.69	4.39	30%
Diluted earnings per ordinary share, underlying (in €)[5]	5.67	4.35	30%
Regular dividend per ordinary share (in €)	2.85	2.19	30%
Payout regular dividend per ordinary share (in %)[6]	50%	50%	
Total dividend per ordinary share (in €)[7]	2.85	5.00	
Payout total dividend per ordinary share (in %)[6]	50%	114%	
Closing price, year-end (in €)	56.96	60.04	(5%)
Market capitalization, year-end	10,481	11,047	(5%)
Enterprise value, year-end[8]	10,753	10,868	(1%)
Outlets			
Number of branches, year-end	2,819	2,764	2%
Number of Inhouse locations, year-end	2,086	2,163	(4%)

1 Underlying: actual gross profit and EBITA adjusted for one-offs, such as restructuring costs, integration costs, and acquisition-related expenses.
2 EBITA: operating profit before amortization and impairment of acquisition-related intangible assets and goodwill.
3 Free cash flow: sum of net cash from operating and investing activities, excluding the acquisition and disposal of subsidiaries and associates and equity investments, and dividends from associates; including repayment of lease liabilities.
4 Net debt, excluding lease liabilities: cash and cash equivalents minus borrowings.
5 Before amortization and impairment of acquisition-related intangible assets and goodwill, integration costs, acquisition-related expenses, and one-offs.
6 Payout per ordinary share in %: dividend per ordinary share on basic earnings per ordinary share adjusted for the net effect of amortization and impairment of acquisition-related intangible assets and goodwill, integration costs, acquisition-related costs, and one-offs.
7 In line with our existing capital allocation policy, in addition to regular dividend, Randstad proposed a share buy back program of ~€ 400 million over FY 2022.
8 Enterprise value: the total of market capitalization and net debt (net debt excluding lease liabilities).

key non-financials.

	2022	2021	Δ
environment			
CO_2e metric ton (x 1,000) scope 1	59.7	59.8	(0%)
CO_2e metric ton (x 1,000) scope 2	1.8	11.3	(84%)
CO_2e metric ton (x 1,000) scope 3	164.6	146.9	12%
Electricity usage (x 1,000 Gj)	6	97	(94%)
Sustainable electricity usage (x 1,000 Gj)	145	64	127%
Percentage of sustainable cars in fleet	12%	4%	237%
CO_2e emission per kilometer driven (metric tons)	0.00013	0.00019	(32%)
social			
Average number of candidates working	662,600	653,300	1%
Number of permanent placements[1]	342,700	276,100	24%
Number of candidates working < 25 years	697,600	740,900	(6%)
Number of candidates working > 50 years	269,700	286,200	(6%)
Number of candidates trained	374,900	406,400	(8%)
Number of candidate training hours	5,122,700	5,794,900	(12%)
Average number of corporate employees	46,190	39,530	17%
Proportion of women in organization	67%	67%	0%
Proportion of women in senior leadership positions	50%	50%	0%
Number of employees trained	49,300	45,600	8%
Number of employee training hours	922,000	883,000	4%
Number of interns	3,075	2,644	16%
Employee engagement score	8.1	8.1	0%
Number of corporate volunteers	5,200	2,800	86%
Number of corporate volunteer hours	27,300	17,700	54%
Number of client relationships	233,000	235,000	(1%)
Hires by clients (temp to perm)	53,800	47,700	13%
governance			
Understanding of business principles score	8.5	8.4	1%
Score awareness of misconduct reporting	8.6	8.5	1%
Total number of misconduct complaints	457	401	14%
Misconduct complaints (partially) proven	37	41	(10%)
Share of sustainable procurement spend	31%	29%	8%
Corporate income taxes paid (x € million)	261	204	28%

1 Including permanent placements in RPO.

about randstad.

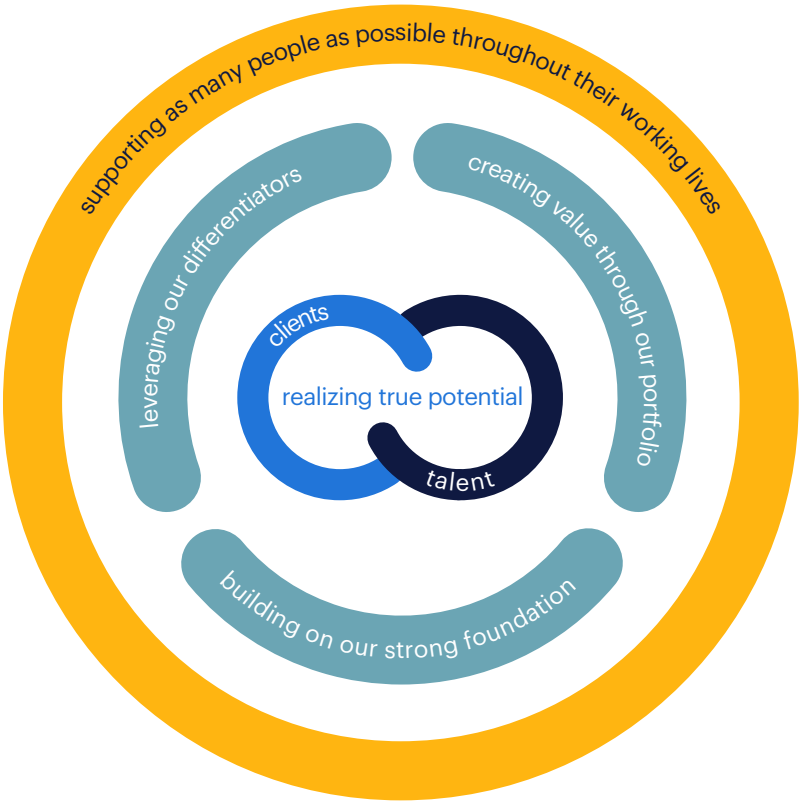
39
markets

46,190
corporate employees

4,905
outlets

€ 27.6
billion revenue

Randstad is the world's largest HR services provider and is driven to become the world's most valued 'working life partner', supporting as many people as possible in realizing their true potential throughout their working lives. We provide companies with the high quality, diverse, and agile workforces they need while helping people get rewarding jobs and stay relevant in the ever-changing world of work. Randstad was founded in 1960 and is headquartered in Diemen, the Netherlands.



why

our purpose

At Randstad, we connect clients with talent to support as many people as possible in realizing their true potential throughout their working lives.

how

our strong foundation

Our strong foundation (core values, human forward promises, best people, strong concepts, excellent execution, and superior brands) enables us to go from strength to strength.

creating value through our portfolio

We create value through our portfolio by expanding our presence in relevant concepts and geographies, leading in winning sectors, growing enterprise clients, and seeking new partnerships.

leveraging our differentiators

By leveraging global collaboration and best practices, we set global standards as one connected Randstad. By unlocking the power of our data, we optimize and tailor our services. And by prioritizing the talent experience, we set ourselves truly apart, adding real value for all our stakeholders.

what

staffing

Focus on recruiting candidates for manufacturing, logistics and administrative jobs. Staffing covers temporary staffing, digital staffing, permanent placements, and specialties focusing on specific market segments.

inhouse

A unique on-site solution for managing a client's workforce with specific skill sets and a fluctuating level of demand, aiming to improve clients' labor flexibility, retention, productivity and efficiency.

professionals

Focus on recruiting experienced professionals and managers with an academic or equivalent qualification from a wide range of industry backgrounds. Professionals covers contingent and permanent placements, and tech solutions covered under a statement of work.

global businesses

A range of HR services, such as managed services programs, recruitment process outsourcing, career mobility and outplacement, workforce consultancy, and online talent acquisition.

history timeline.

1960
Uitzendbureau Amstelveen founded in the Netherlands.

1964
The company takes a new name: Randstad Uitzendbureau.

1967
Randstad has 32 branches in 4 countries.

1983
Staffing agency Tempo-Team acquired.

1985
Randstad celebrates its silver jubilee; 257 branches in four countries.

1990
Randstad shares are listed on the Amsterdam Stock Exchange.

1996
Randstad deploys 16,000 staffing employees at the Olympic Games, Atlanta.

1998
Randstad founder, president & CEO Frits Goldschmeding retires.

1998/99
International network doubles via acquisitions in the US, Germany & Spain.

2007
Randstad is present in 20 countries, promoted to the AEX index.

2008
Randstad & Vedior join forces becoming the 2nd largest HR services provider worldwide.

2010
Randstad acquires FujiStaff Holdings in Japan. Randstad celebrates 50 years with a global party for nearly 30,000 employees.

2011
Randstad acquires SFN Group. The combination creates the No. 3 HR services provider in North America.

2013
Acquisition of part of European staffing activities of USG People.

2015
Randstad Award celebrates 15 years of existence.

2016
Acquisition of Proffice, Obiettivo Lavoro, Careo, twago and Monster Worldwide.

2017
Randstad acquires BMC and Ausy to strengthen the European Professionals business.

2018
Launch of Randstad with Heart.

2019
Randstad becomes the global #1 HR services provider.

2020
Randstad celebrates its 60th anniversary.

2021
Solid performance despite COVID19. Acquisition of Cella and Hudson Benelux.

2022
Acquisition of Side and Finite Group. Sander van 't Noordende appointed CEO.

our strong foundation.

Our strong foundation consists of our core values, human forward promises, and four building blocks of 'best people,' 'strong concepts,' 'excellent execution,' and 'superior brands.' Building on this strong foundation is a key element of our strategy.

core values

Our core values, established in the company's early days, represent the foundation of our culture. We use them as a guide in every decision we make and every action we take.

to know

We are experts. We know our clients, candidates, suppliers and other business partners. In our business it is often the details that count the most.

The more we know people, the better we can understand what they need. When we know what makes them tick, we can empathize with their situation and find solutions that truly help them.

to serve

We succeed through a spirit of excellent service, exceeding the core requirements of our industry.

We act in service to talent and clients. Not for our success, but for theirs. We make sure that they are seen and heard at every step of the experience. We go beyond what is expected of us and do everything in our power to make their success our priority.

to trust

We are respectful. We value our relationships and treat people well.

We build life-long relationships with our expertise and empathy. We deliver on our promises and offer clients and talent our extensive knowledge of the world of work. We listen to them, try to understand their challenges, and keep them informed at every stage of the process. This is how we create life-long relationships based on trust that adds real value.

simultaneous promotion of all interests

We see the bigger picture and take our social responsibility seriously. Our business should always benefit society as a whole.

Finding the right fit starts with serving talent and our clients. But our solutions go a significant step further, as we aim to proactively shape the world of work, underlining our leading position. Our efforts contribute to sustainable economies, economic growth, and business prosperity. Our contribution to conversations about workplace diversity, inclusion, fair pay, and effective benefit schemes open up new opportunities for those who are often overlooked. And our commitment to social responsibility sets a standard for others to follow.

striving for perfection

We always seek to improve and innovate. We are here to delight our clients and talent in everything we do, right down to the smallest detail. This gives us the edge.

To stay at the forefront of conversations about the future of work, and offer more ways to exceed expectations in the client and talent experience, we must continuously innovate. We strive for excellence in our people, our processes, and our perspective. We use the best that technology has to offer to ensure that we continue to grow and improve. We operate at the intersection of real conversation and technology, and get the best out of both.

human forward promises

Our human forward promises always guide our behavior, no matter whether it is about our human interactions or about how we apply our HR technology.

transparency

Clients get insight into how their HR needs are being met and candidates know where they stand in their job search.

guidance

Clients have an HR partner throughout the business lifecycle and the talent we serve can count on a partner in every step of their career.

proactivity

Clients stay steps ahead in the competitive world of talent and we help people find jobs even before they start looking.

best people

The true value of our business lies in our people. Randstad's employees help us to be agile, trend-forward and empathetic. This allows our organization to quickly respond to dynamic market trends and the needs of our talent and clients. By providing our people with an equitable, diverse and inclusive workplace, we are ensuring they bring their best self to work every day. Our values lead to a more productive and innovative workforce that is the best in our industry. For more details, see our value for employees section (see page 58).

strong concepts

In a business concept, we capture the overall value proposition that consistently serves specific customers' needs, whether that is a client or talent. Our concepts are unique, high-quality winning formulas, based on industry-leading best practices, delivered through a specific service or solution. Our services range from permanent hires to temporary filling of roles at all levels, as well as solutions tailored to a customer's individual needs. We have global platforms in place to share best practices, ensuring that new services can be rapidly replicated and leveraged in other markets, while it is relatively easy to adapt them to meet specific local or client needs.

With each concept, we endeavor to create more value by enabling customers to fulfill their talent strategies and measurably contribute to business outcomes. With employers expecting more from their partners, we are continuously professionalizing our services. Our deep knowledge of the HR technology market allows us to seek ongoing opportunities to leverage new technologies in optimizing our processes and workflow. This drives effectiveness and efficiency for both clients and talent.

Our services in 2022 fell into four concept categories: Staffing, Inhouse, Professionals, and Global Businesses.

staffing

Staffing is our most traditional concept and covers both temporary staffing, where we charge our clients based on the hours worked, and permanent placements, where we charge our clients a recruitment fee upon successful placement. Our Staffing teams place workers in light industrial, office & administrative, manufacturing & logistics, and other specialty areas. As part of our impact ambition, we guide and facilitate talent in suggesting training that potentially supports a next step in their career. In addition, we offer payrolling services, taking over the administrative payroll burden of our clients so that they can focus on their core business.

inhouse

Randstad's Inhouse concept provides solutions for companies requiring large-volume workforces in a limited number of profiles. Our dedicated consultants work at the client's site, using processes tailored to this client's needs. By providing flexible work solutions designed exclusively for each client and often complemented by proprietary and industry-leading workforce scheduling tooling, we help our clients improve labor flexibility and productivity, as well as achieve cost savings, increased employee retention, and stronger employee engagement. Segments served in this way include fast-moving consumer goods (FMCG), automotive, life sciences, contact centers, manufacturing and logistics, as well as the administrative and professionals segments. As part of this service, we offer planning of the client's workforce, for both their temporary and permanent employees. Inhouse services are usually billed based on the number of hours worked.

professionals

As part of our Professionals offering, we source experienced candidates for managerial and professional roles across a wide range of sectors and disciplines, including IT and engineering, sales and marketing, healthcare, HR and education. Our consultants are experts in their specific fields, and have strong networks. They place people on a contingent (temporary, independent contracting, or secondment) basis, as well as in permanent positions. Clients using these services range from blue-chip multinationals and consulting firms to governments and SMEs. During the pandemic, cross-border arrangements with talent working remotely from another country for our clients gained momentum for Professionals, as well as the demand for international brokerage and contingent services. Similar to Staffing, for temporary placements, we charge clients based on hours worked. For permanent placements, we charge a recruitment fee based on the placed worker's salary.

Under the Professionals concept, Randstad also offers outcome-based solutions delivered by high-level IT professionals and expert managers under the supervision of Randstad. We offer these under a statement of work (SOW) arrangement based on agreed deliverables, where we take on responsibility for achieving project milestones and deadlines. These solutions are typically billed on the basis of defined milestones or upon project delivery.

global businesses

Our Global Businesses category includes all other HR services, such as Recruitment Process Outsourcing (RPO), Managed Services Programs (MSP), outplacement and career development, and online talent acquisition. Randstad's MSP and RPO services can be combined in one integrated talent offering to our enterprise clients. We work across borders to serve large, multinational organizations looking for added value through innovative sourcing services, employer branding, HR technology and analytics.

recruitment process outsourcing

Under an RPO program – which can span from simple solutions such as supplying extra recruiters to clients through to total talent acquisition – clients delegate some or all of its hiring activities to Randstad. The primary reason for outsourcing this function is to reduce costs, improve access to talent, scale services as needed, optimize talent acquisition technology, and gain best recruitment practices. RPO programs generate revenues based on management and per-placement fees.

For many years, analysts such as Everest Group and Nelson Hall have cited Randstad (through its Randstad Sourceright business) as a leading RPO solutions provider. Our global footprint, process excellence, breadth of services, client satisfaction ratings, and innovations in areas such as talent marketing, talent pooling, deployment of a leading technology suite and analytics proficiency are just some of the reasons we are a leader in the global market.

our strong concepts

Randstad supports talent and clients at all levels by providing a wide variety of services

	manufacturing, logistics and administrative jobs	managerial and professional roles
	staffing	professionals
temporary	• temporary staffing & payrolling	• interim assignments
permanent	• permanent placements	• permanent placements
solutions	inhouse	• consultancy & projects (SOW)
	global businesses	
other HR services	• MSP & RPO • outplacement & career development • online talent acquisition	

managed services programs

Through our MSP, we take primary responsibility for the organization and management of a client's contingent workforce, typically including supplier selection and management, order distribution, reporting and consolidated billing, and Vendor Management System (VMS) software with on-site presence at the client. On behalf of our clients, we manage the entire supply chain of all staffing/services providers. This gives clients greater control of their recruitment activities and greater transparency regarding their spending. This is particularly valuable when clients are dealing with large volumes of professional skills from many different suppliers. The MSP fee is usually a percentage of the salaries paid to workers, which is paid by the suppliers, making this service cost-neutral for clients.

outplacement and career development

Randstad enables companies across the globe to flex, adapt and transform their businesses. We are also there for talent when they transition to the next step in their career. Our approach to talent mobility helps organizations adjust their workforce to changing circumstances. We advise and support them in situations in which employment contracts need to be terminated for strategic or other reasons. By providing a variety of career transition services — internal mobility, coaching and skilling, or offboarding — we help people find suitable new employment, facilitate learning and provide career development guidance where necessary, making their transition as smooth as possible. These services are commonly charged on the basis of a transactional fee.

online talent acquisition

We offer easy-to-use job boards and digital hiring solutions through our Monster platform. Employers' job postings are distributed and marketed through a broad online network to find suitable talent, delivering a quick and easy way to fill vacancies. Monster creates value for talent by providing a seamless experience encompassing online searches, résumé assessments and job-fit scoring to guide them to roles most relevant to their skills and interests. In addition, talent has access to Monster's online career advice that helps them prepare for the next stage in their professional journey.

excellent execution

The true value of our strong concepts and services relies on excellent execution. To support our employees in their daily work, we have implemented several best practices and digital tools that help them be as effective as possible in meeting and exceeding the needs and wishes of clients and talent. As excellent execution depends on the excellence of our people, we also attach great value to the training and development of our employees.

Our activity-based field steering/end-to-end (ABFS/E2E) model is a fundamental way in which we deliver operational excellence. This data-driven model, designed to optimize growth and adaptability, enables us to adjust to changing market circumstances quickly. We use our ABFS/E2E model to manage and direct performance across our business on the basis of real-time, bottom-up figures. Consultants and managers have real-time insight into a range of key performance indicators and can manage and monitor performance through transparent weekly, monthly and quarterly reports. The model and easy-to-use local dashboards help managers to take quick decisions and translate them into immediate action, such as advising talent about new work opportunities and reaching out to clients with the best candidates for their vacancies at just the right time.

superior brands

Randstad is our corporate brand and the primary commercial brand that we do business as in most markets. We only take other brands to market in cases where there is a strong commercial reason to do so. This master brand strategy drives a shared connection around our Human Forward brand promise, makes it easier for clients to do business with us across capabilities, and allows us to maximize our marketing return on investment.

In order to measure and track the strength of our superior brands around the globe, each year Randstad undertakes a Brand Guidance Survey in 22 countries, covering more than 80% of the global economy. In 2022, the survey demonstrated that Randstad outperformed relevant competition as the first-choice recruitment agency in most markets for job seekers thinking of choosing a recruitment agency as an intermediary in their job seeking process.



let's find work that feels good.

Talent and their working lives are at the heart of our business. As the world's largest HR services provider we stay close to talent. By having daily conversations with them across the globe we see global shifts in values and changing needs, but we also know that people can't be simply grouped together into stereotypes. We need to look at the person behind the resume to truly understand them. Our consultants work with talent every day to help them find work that feels right for them.

Happiness at work is a priority for many people in the post-pandemic age. They want their values reflected in the mission of their company and leaders. Job flexibility is expected and most people want access to training and development resources. Work-life balance needs vary per person depending on their situation. For some it's about more flexibility or a greater sense of belonging. For others it might be about trying something completely new or finding work that builds a new skill. Regardless of people's personal motivations, Randstad wants to support all talent in finding work that feels good to them. And through our 46,000 employees around the world we are able to deliver a more human and empathetic approach to recruitment – one that puts these individual needs and aspirations at the heart of what we do. This way we support talent in realizing their true potential throughout their working lives, and in doing so, we provide companies with the high-quality, diverse and agile workforce they need to run successful businesses.

Watch our worldwide campaign video

the world around us.

global HR market

According to estimates by Staffing Industry Analysts (SIA), in 2022, the HR services industry had a global market size of about € 582 billion, implying an 11% increase (excluding currency impacts) compared to 2021. As the global leader in HR services, we see it as our responsibility to play an active role in developing the industry in the long term.

The highly fragmented HR services industry is divided roughly into three main segments: staffing, professionals, and executive search. Randstad is primarily active in the first two. The global staffing market is worth an estimated € 323 billion, comprising Randstad's services portfolio of Staffing (including permanent placements) and Inhouse activities, accounting for around 71% of our revenue. The global professionals market is worth around € 224 billion, and accounts for around 23% of our revenue. Randstad's Professionals segment includes permanent and temporary placement of qualified professionals and talent from a wide range of industry backgrounds, as well as statement of work (SOW). Other HR activities such as Recruitment Process Outsourcing (RPO), Managed Services Programs (MSP), Payrolling, Outsourcing, and Outplacement account for around 6% of our revenue.

global trends

The world of work has been experiencing transformative change, driven by a polycrisis environment, technological innovation, the rise of the platform economy, demographic shifts, globalization, and climate change. In addition, the COVID pandemic has accelerated the shift to new ways of working. Randstad believes that we should expect continued change. People and businesses will need to be able to constantly adapt and be flexible. As global leader in the HR services sector, Randstad is well-positioned to help shape this new world of work.

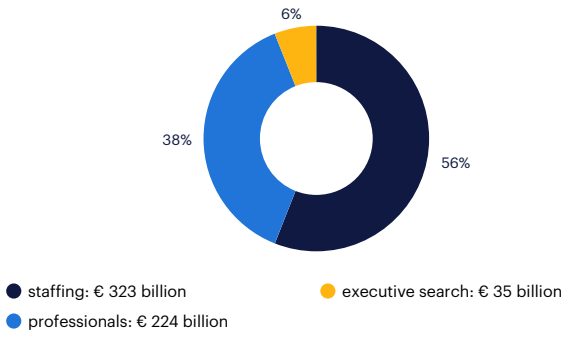
Randstad identifies four global trends that affect our business and which provide opportunities for future growth: (1) the world of work is talent-led; (2) securing the right talent is a key priority for employers; (3) our industry is digitizing at speed; and (4) we need to embrace a new social contract.

the world of work is talent-led

The global aging population, a declining population in the developed world, workers' desire for higher wages, and the increased demand and need for tech-related skills all play a role in talent shortages today. And while the labor shortage did not start with the COVID-19 pandemic, it certainly exacerbated the shortages in the labor market. Talent shortages and skills mismatch are putting economic growth and new job creation at risk. In industries such as manufacturing, logistics, healthcare, IT, education and e-commerce, consumption is increasing while production rates are decreasing because employers simply cannot

global HR services market 2022

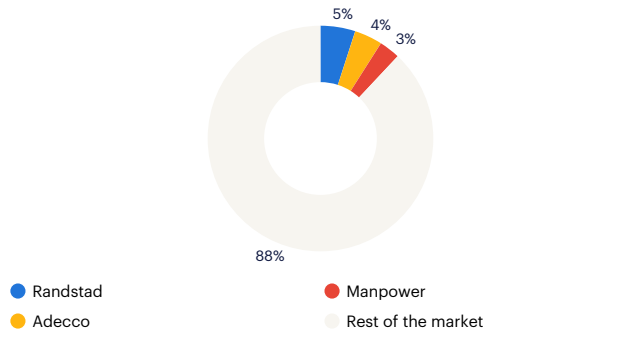
as % of total € 582 billion



Source: Randstad estimates and 2022 SIA reports

global market share 2022

total HR services market: € 582 billion



Source: 2022 SIA reports, Randstad actuals, Manpower actuals and 2022 Bloomberg consensus

find enough people with the right skills to fill their vacancies.

Randstad supports talent and clients in navigating these challenges by providing career advice, access to reskilling and upskilling, talent mobility services, and client workforce planning. We also carry out regular research, such as our Workmonitor, Talent Trends Report, In-demand Skills Report and Randstad Employer Brand Research, looking into the prospects and preferences of talent around the world. Our global teams provide our multinational clients with support for their cross-border needs, ensuring aligned and optimized services irrespective of geographical location.

In addition, Randstad aims to serve and influence society at a global level by conducting research and participating in global forums such as the Organisation for Economic Co-operation and Development (OECD), the World Economic Forum (WEF), and the B20, as well as through our membership in international and central employers' organizations.

securing talent is key priority for employers

The fast-growing imbalance between in-demand jobs and available talent will require companies to be more fluid in running their workforces and to work harder to find, attract, and retain the right people. Organizations can no longer expect to find ready-made talent for all their vacancies. They should therefore be prepared to play a part in training, reskilling and upskilling their employees on a regular basis.

A new report from the OECD, supported by Randstad, provides essential insights in this regard. The report, entitled Skills for the Digital Transition: Assessing Recent Trends Using Big Data, applies AI and machine learning techniques to analyze the information contained in job postings published online, with the aim of highlighting the occupations and skills that are most in demand in labor markets. It also shows how to identify effective reskilling pathways for those in jobs that are threatened by the digital transformation, helping to prepare talent for the careers of tomorrow.

At the same time, talent will increasingly need to move away from traditional and linear career paths and think more in terms of their skills, competencies and strengths in regularly changing roles.

Over the years, Randstad has made significant investments in data analytics, providing predictive insights into labor market trends and in-demand skills requirements. We leverage these insights to prepare organizations and their workers for the future. We provide guidance to clients on what is required to develop crucial capabilities within their workforce and attract quality talent. In addition, we help talent make data-driven decisions about the best next step in their career, based on the market outlook for specific jobs as well as their personal skills fit. We also help organizations manage changes and transitions in their workforce through redeployment and outplacement support.

Randstad identifies four global trends



our industry is digitizing at speed

The platform economy, as part of the gig economy, was already on the rise before the COVID pandemic, as the technological advancements of the 21st century facilitated the digitization of various industries. Defining work in the platform economy has been an elusive topic for policy makers at the national, regional and global level. In essence, this debate is about the accessibility of social protection and employment rights. At the same time, this new way of organizing work has the potential to reach more talent, specifically those who have reduced access to the labor market.

Technology has also made the world more transactional, and those transactions are becoming more seamless than ever. However, there are areas of life where technology must be an enabler of the human connection, not a replacement for it. People often want to start the service process online, but they also expect personalized interactions. They want help fast, and they want to be heard. And they expect companies to be proactive. That's why the human connection remains more important than ever.

At Randstad, we anticipated early on that technology would disrupt the HR services landscape. Our investments through the Randstad Innovation Fund have helped us become a frontrunner in HR tech. Going forward, we aim to continue to leverage the best HR technologies available in an ethical way, combining these with our traditional added value of genuine human interaction with clients and talent. In addition, we carry out relevant research into the specific effects of digitization on the labor market, contributing to the discussion and influencing policy-making in this regard.

we need to embrace a new social contract

The pandemic has changed the social contract workers have with employers, and expectations are for companies to provide more than a job and a paycheck. For both employers and talent, flexibility is the new standard. Recent research from Randstad shows that talent want empathetic employers to focus on workplace wellness, provide a pleasant work environment, and offer career mobility and meaningful work. And in an increasingly complex and at times unpredictable environment, companies need to be agile and adaptable to stay competitive. This is inevitably leading to a wide variety of work forms, ranging from full-time, permanent forms to part-time, temporary and contract work, agency work, remote working and self employment.

Randstad continues to be an advocate of enabling a flexible, agile and diverse workforce while promoting well-regulated work for all. This includes adequately protecting workers' rights in terms of remuneration, social security, and opportunities for growth and development, and striving to improve global employment participation. We refer to this as our social innovation agenda, in which we combine the elements of work, social protection, and learning and development to enable everyone to thrive in a sustainable and inclusive labor market.

regulatory environment in our markets

The increasing variety of work forms need to be regulated appropriately. This requires a level playing field for all stakeholders, thus providing for decent work and income, equal opportunities, and adequate social security on the part of workers. There are major differences in the levels of legislation around the globe. In mature staffing markets, temporary agency work is regulated, with the nature of that regulation varying from light to heavy. Nationally, staffing is regulated by general labor law, supplemented by specific staffing regulations regarding employment conditions and/or service provision. This is complemented by collective labor agreements (CLAs) and industry self-regulation, such as codes of conduct.

Many countries still maintain unjustified restrictions on flexible work arrangements. As a result, these forms of work often lack appropriate and fair regulation and social protection, which may also lead to an unnecessarily large informal labor market. According to the International Labour Organization's (ILO) World Employment and Social Outlook, which analyzes key labor market issues, 61% of the global workforce are employed informally, without access to any form of security in their career.

According to the 10th edition of the ILO Monitor, the global labor market is expected to deteriorate further due to the conflict between Ukraine and Russia and other crises, such as the impact of the pandemic and the economic slowdown. In addition, excessive policy tightening may cause undue damage to jobs and income in both advanced and developing countries.

This underscores the need to align labor market regulation with the post-pandemic ways of working, as called for by both workers and business, while providing unrestricted access to social security and skilling.

Randstad aims to play a leading role in achieving the necessary social innovation worldwide by voicing its views in influential settings and by taking part in the dialogue with institutional stakeholders, such as governments, policymakers, trade unions and employers' organizations at the local and international level.

In addition, Randstad is in favor of a strong social dialogue (i.e., negotiations and consultation between trade unions, employers and government representatives) and collective labor agreements in countries where this is relevant and institutionalized in order to fine-tune and customize arrangements. Collective bargaining is also one of the key elements of our human rights policy.

ILO convention 181

The global HR services industry is regulated by ILO Convention 181 and Recommendation 188 on Private Employment Agencies. This convention defines minimum standards for agency work and recruitment, especially recognizing the importance of flexibility in the functioning of labor markets. Since the convention was adopted in 1997, it has so far been ratified by 37 countries worldwide. The World Employment Confederation and ILO are continuously promoting further ratifications, with the aim of achieving 45 ratifications by 2025.

agency work directive

A major step forward in the regulation of the European staffing market was taken in 2008, when the European Parliament adopted the Agency Work Directive (AWD). The AWD was subsequently implemented in national legislation by the European Member States. It defines and recognizes the role of agency work and aims to identify and lift unjustified and/or disproportionate restrictions on temporary agency work, while safeguarding social rights, equal treatment and equal pay of workers.

update on regulatory developments

In 2022, the most relevant regulatory developments in our markets took place in Austria, France, Germany, the Netherlands, Norway, Portugal, Spain, Sweden and the UK.

austria

For Ukrainian refugees, the government has announced that the next adoption of the Unemployment Act will come into effect in the first quarter of 2023: all Ukrainian refugees will be allowed to work for HR services providers such as Randstad as temporary agency workers.

france

The French Parliament is in the process of adopting a restriction for young graduates in the medical and social sector practicing their profession as temporary agency workers. Other measures included in this law are (1) the end of the duration limit for an assignment realized under temporary permanent contract (CDII) and (2) the cancelation of unemployment benefits after two refusals of a permanent contract for a similar job after a fixed-term contract or a temporary assignment. If this law is turned into a decree, it is expected to come into force in 2023.

germany

In mid-December 2022, the European Court of Justice (ECJ) ruled for the first time on what the indeterminate legal term 'overall protection' requires for temporary agency workers under the EU Temporary Agency Work Directive. The ECJ ruled that the overall protection requires a compensation provision if the comparative pay (equal pay) is undercut in Collective Labor Agreements (CLA). The legal dispute has now gone back to the German Federal Labor Court. The two temporary agency work industry associations in Germany, BAP and IGZ, have requested that the German Federal Labor Court protect the constitutionally guaranteed autonomy of collective bargaining, while ensuring that working conditions in temporary staffing can continue to be structured in a legal and practicable manner by collective agreements.

netherlands

With their agreement on a new collective labor agreement (CLA) for 2022, industry federations ABU and NBBU, together with all relevant trade unions, have started working on implementing the Economic and Social Council's (SER) mid-to-long-term advice recommending reforms of all labor market regulation. The recommendations include new legislative measures for the staffing industry in addition to new regulation for self-employed workers, on-call work, permanent and temporary contracts. In July 2022, Dutch social partners reached an agreement on several important steps in the implementation, including an improvement of the pension scheme and pay. In December 2022 an agreement on a new CLA 2023 was reached between all major trade unions and both employer federations in the staffing sector including several steps towards more equitable pay and providing more security for staffing workers in case of sickness.

norway

On June 17, 2022, the Norwegian government put forward a proposal to limit the scope and role of staffing companies. This legislative change will come into effect on April 1, 2023, including a transition period until July 1, 2023 for contracts signed before the implementation date. The changes include a general limitation of temporary agency work to cover temporary labor needs. Companies with a central Collective Labor Agreement (CLA) and local agreement on the wider use of temporary agency work may use temporary agency work to cover seasonal work, peaks and projects. There will also be exceptions for healthcare and higher-skilled workers. Further restrictions include a three-year limitation on temporary agency work at the same user company. After that, the worker should be offered a permanent labor contract at the company. In addition, in Oslo, Viken and Vestfold, there will be a ban on the use of temporary agency work in the construction sector.

portugal

The Portuguese government approved a bill that includes a set of legislative measures related to ‘decent work’ and which fulfills objectives considered a priority in the labor market in view of the challenges that arose during the pandemic. Ten areas are highlighted: temporary work; combating false self-employment and unjustified use of non-permanent work; digital platform workers and algorithms; collective hiring; balance between work, personal and family life; combating undeclared work; protection of young student workers and interns; reinforcement of the authority for working conditions and administrative simplification; public procurement and public support; and the informal caregivers protection regime. The bill awaits parliamentary approval, after which the new legislation will come into effect after publication.

spain

The labor reform that came into force in 2022 has fulfilled its purpose of reducing temporary employment in Spain, which went from 26.9% in January to 15.8% in October. This decrease is related to the increase in discontinuous permanent hiring directly by companies, bringing greater security for workers, but on the other hand resulting in the loss of flexibility. There are opportunities for temporary work agencies (TWAs) to the extent that legislation allows in the future to enter into discontinuous permanent contracts for discontinuous permanent positions. This means that the TWAs will be able to provide solutions

balancing security and flexibility in an efficient manner, while promoting mechanisms for the certified training of workers during periods of inactivity.

sweden

On October 1, 2022, a new law came into effect in Sweden which requires flex workers to be offered a permanent employment contract at the user company following a 24-month assignment within a 36-month period. Alternatively, they will be compensated by the client with a payment corresponding to two months' salary for white-collar assignments or three months' salary for blue-collar assignments. The changes are bound to the Staffing Act (2021: 854) and not to any specific collective labor agreement. The objective is to increase competence development and strengthen support during outplacement.

UK

Anticipating a period of challenging industrial relations in the UK, the British government has changed the law to allow employment businesses to supply temporary workers during industrial actions to cover for workers on strike. Under Regulation 7 of the Conduct of Employment Agencies and Employment Businesses Regulations 2003, it used to be prohibited for employment businesses to supply temporary workers to cover (i) the duties normally performed by an employee who is taking part in a strike or other industrial action; or (ii) the work of an employee who is covering the duties of an employee taking part in a strike or other industrial action. The amendment to the legislation, which seems to violate the human right of 'freedom of association', came into force on July 21, 2022 and revoked Regulation 7 with immediate effect.

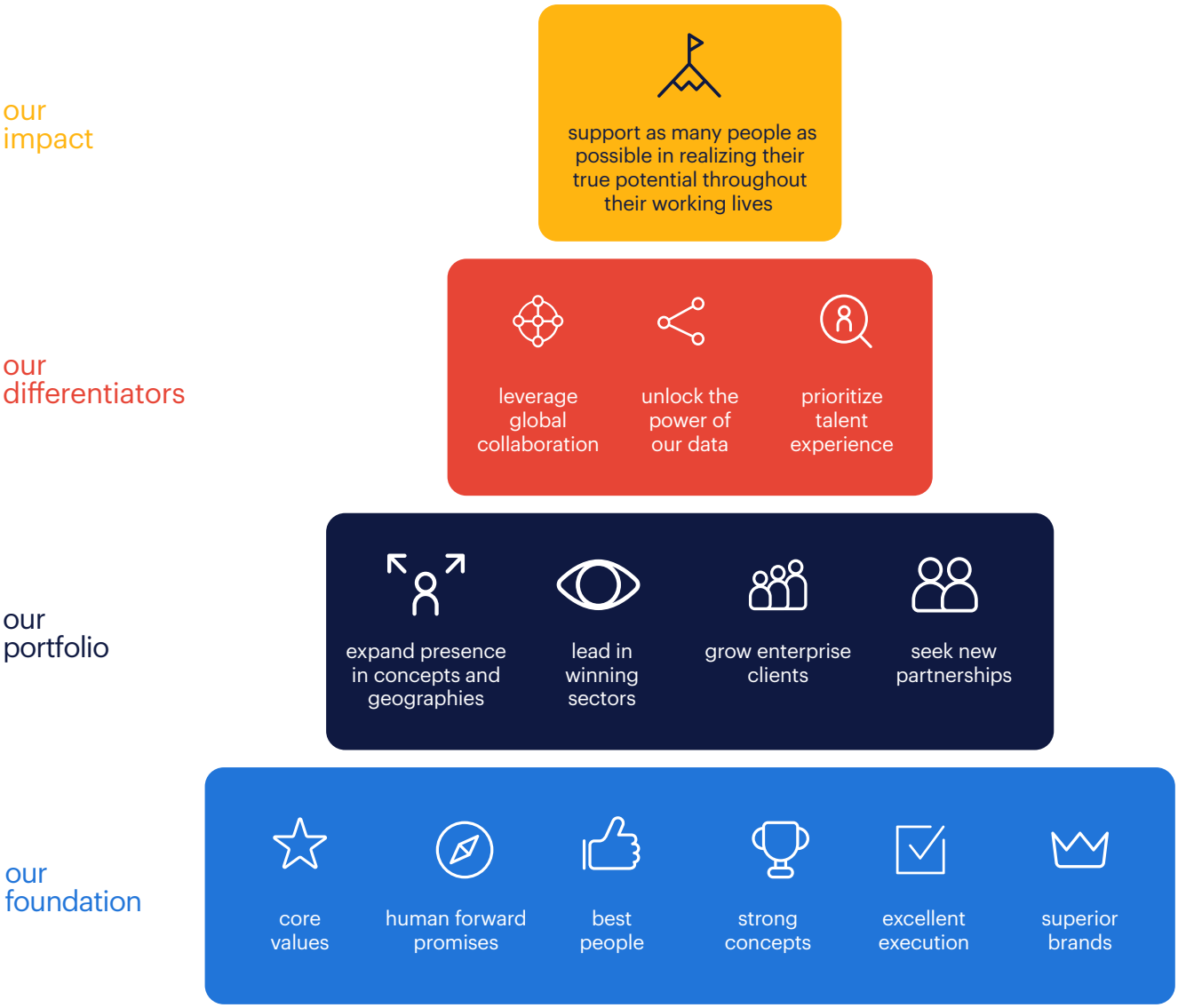
In contrast, the ILO Convention and the World Employment Confederation's code of conduct prohibit the provision of temporary agency workers to cover staff participating in industrial action. The change in UK legislation without any consultation or involvement of the social partners was widely opposed by the recruitment industry and is currently the subject of legal challenges by trade unions. The British government has also tabled a proposal to revoke and (potentially) replace all legislation derived from EU law during 2023. This political proposal is the subject of much debate as to the impracticality of implementing such a move, so it remains to be seen whether it actually happens.

state of play in staffing regulations and trends, 2022

main market	regulation	regulatory trend
Argentina	restrictive	unchanged
Australia	appropriate/liberal	unchanged
Austria	workable/to be improved	changed
Belgium	workable/to be improved	unchanged
Brazil	restrictive	unchanged
Canada	appropriate/liberal	unchanged
Chile	restrictive	unchanged
China	workable/to be improved	unchanged
Czech Republic	restrictive	unchanged
Denmark	appropriate/liberal	unchanged
France	workable/to be improved	changed
Germany	workable/to be improved	changed
Greece	workable/to be improved	unchanged
Hong Kong SAR	restrictive	unchanged
Hungary	workable/to be improved	unchanged
India	restrictive	unchanged
Italy	restrictive	changed
Japan	workable/to be improved	unchanged
Luxembourg	restrictive	unchanged
Malaysia	appropriate/liberal	changed
Mexico	forbidden	unchanged
Netherlands	appropriate/liberal	changed
New Zealand	appropriate/liberal	unchanged
Norway	restrictive	changed
Poland	workable/to be improved	unchanged
Portugal	workable/to be improved	changed
Romania	restrictive	unchanged
Singapore	appropriate/liberal	unchanged
Spain	restrictive	changed
Sweden	workable/to be improved	changed
Switzerland	appropriate/liberal	unchanged
Turkey	workable/to be improved	unchanged
UK	appropriate/liberal	changed
US	appropriate/liberal	unchanged
Uruguay	workable/to be improved	unchanged

our strategy.

Randstad's mission is to improve as many working lives as possible by helping people realize their true potential. With all stakeholders, our relationships are rooted in personal interactions and a mutual goal to succeed in one of the most important activities in people's lives: finding meaningful work.



Randstad's strategy focuses on creating long-term value and a better future for all our stakeholders, knowing this also drives our growth, differentiates our business, and positions Randstad as a trusted advisor and partner.

our foundation

Randstad's strong foundation of core values, human forward promises, and building blocks form the backbone of all we offer to stakeholders. For more details, see Randstad in 2022 (see page 19).

our portfolio

We focus strongly on building and enhancing a robust portfolio of services that is aligned with market needs. This helps to ensure that we are well-positioned as a company to continue to be the market leader.

expand our presence in concepts and geographies

We closely monitor current and future market trends to ensure our portfolio aligns with the needs of the world of work. Besides focusing on growing our proven strong business concepts (see page 20), we are also adding services in SOW management, career coaching, talent mobility, and outplacement in many markets. As new forms of work develop and grow, Randstad will assess their viability and make appropriate investments that align with our core business and growth strategy – whether through our traditional branch network models, Inhouse on-site solutions, digital staffing offerings, or a combination of these services.

In 2022, we acquired the Finite Group in Australia and New Zealand and Side in France. The Finite Group specializes in technology recruitment, IT consulting and professional services. Side is a leading end-to-end digital staffing platform, specializing in online recruitment and digital staffing solutions. Both of these acquisitions further strengthen our market position in key growth markets (IT and digital staffing) and are a strong extension of Randstad's current portfolio. In addition, they offer access to new opportunities for both existing and potential clients.

lead in winning sectors

Prioritizing sectors with the best returns where Randstad can bring the most compelling offerings is part of our fundamental strategy. We continue to invest in winning sectors, where growth is strong and dependable. In response to these developments, we have specific concepts to meet the demands of fast-growing industries, including retail, e-commerce and the gig/platform economy. By focusing on businesses where growth is predicted to be robust and sustainable, we are able to drive innovation and optimization for our clients in these sectors.

grow enterprise clients

Growing the enterprise segment has been a critical part of our growth strategy. We are doing so by nurturing deeper partnerships that go beyond customer-vendor relationships. By cooperatively assessing the total talent needs of large customers, Randstad is able to help them redefine the future of work, provide the people resources that best meet changing needs, and elevate their employer brand and talent attraction strategies to make them stand out as an employer of choice. We are guiding many businesses down the total talent journey so they become more agile and effective people-focused organizations.

Furthermore, our data-driven approach, combined with machine learning and AI-powered recruitment technologies and digital tools, facilitate access to passive and active talent around the world, demonstrating our value as an important partner for large, complex organizations. To further support these relationships, our research and thought leadership content helps C-suite executives make the best informed decisions about their workforce and their business.

seek new partnerships

Relevant partnerships enable the delivery of effective and impactful talent solutions to clients. That is why Randstad continually identifies opportunities to invite third parties to contribute their expertise in joint offerings to our client base. For example, they may provide access to talent, technologies and other resources that complement our solutions, allowing us to create better solutions at speed and at scale.

our differentiators

By creating a positive, consumer-like experience, Randstad is enabling talent to make their own choices around work and how it fits into their lives. From attraction and application, to the hiring process and onboarding, to development and career transition, every step of the talent journey we create is aimed at enhancing satisfaction and engagement. Best-in-class processes are fortified by cutting-edge technology for a seamless talent journey. Our integration of proprietary and market data offer predictive and prescriptive insights that accelerate the workforce planning of clients. Our ability to scale solutions as needed also means greater agility and flexibility for the companies we support.

Furthermore, Randstad employees are widely regarded as thought leaders and innovators in all of our concepts. Every year, a number of our leaders are selected by trade and other media for their contribution to and influence on the future of work. Our people possess deep, specialized knowledge of their talent and clients, the sectors they operate in, and their unique needs.

leverage global collaboration

As we operate at a global scale, we interact with millions of people every day, connecting insights both internally and externally. We are in a unique position to learn from these interactions and to globalize and standardize our best practices. This means the Randstad experience across all our concepts will be the best possible experience everywhere around the globe. It also means we can optimize the way we serve our enterprise clients, offering the same solution in different geographies. Such global standards are a great asset in an industry that is inherently fragmented. At the same time, we will always encourage and facilitate local entrepreneurship and application, because value is typically created at the intersection of concepts and markets.

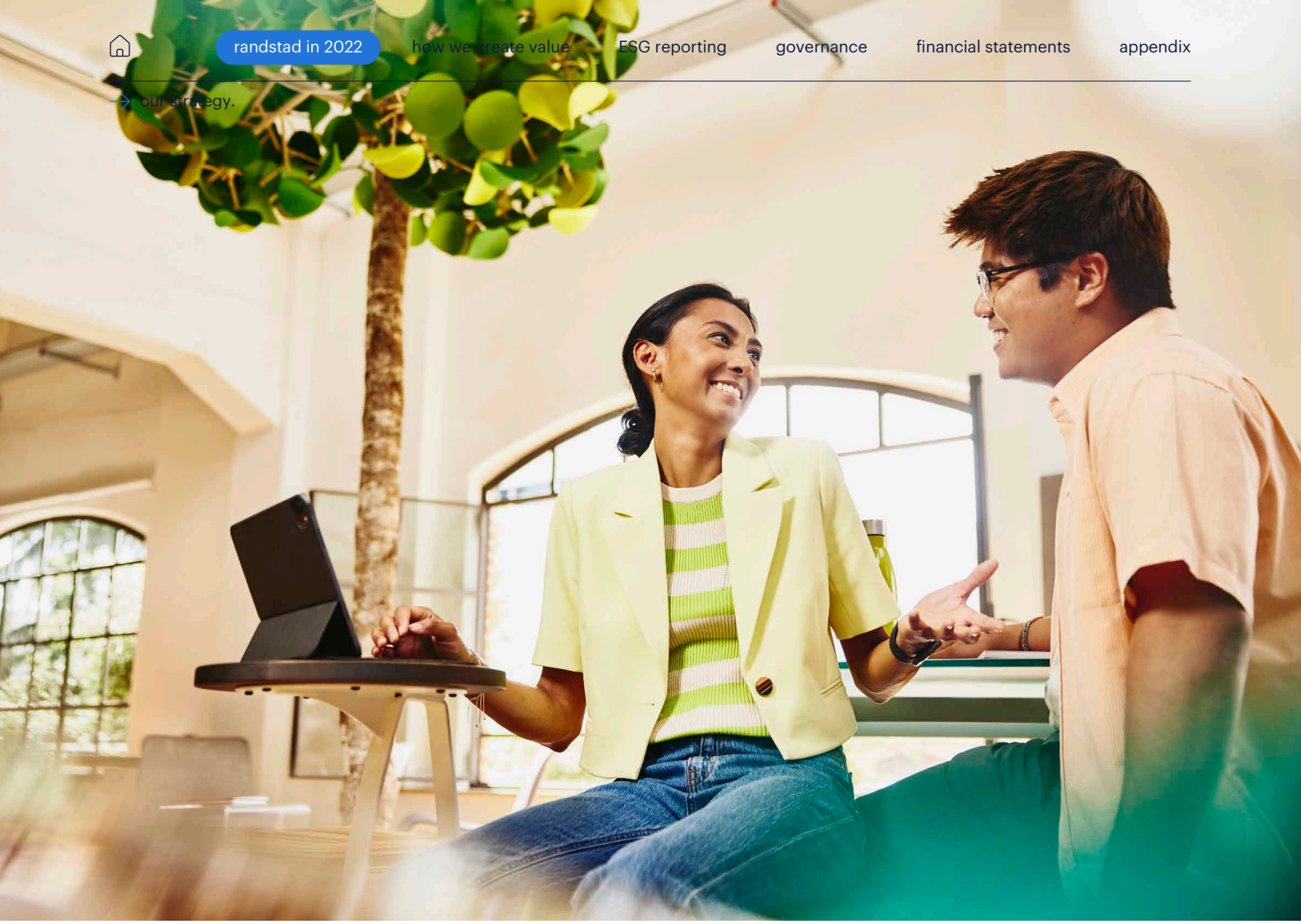
unlock the power of our data

With due regard to the applicable data protection regulations, our countries and brands collect huge amounts of significant and meaningful data every day. Bringing the data from our markets together creates tremendous value, enabling us to learn from it and provide more relevant and personalized experiences at speed and scale. Each and every connection leads to new data and insights, which helps us to improve and tailor our services further. In addition, our data provides us with a constant view of the world of work at large. It helps us recognize trends, opportunities, and possible challenges for both our clients and talent, and for Randstad itself.

In 2022, to stay ahead of market trends and to anticipate the needs of all of our stakeholders, we strengthened the creation, implementation and management of a strategic and comprehensive data security (see page 50) and IT risk management program, aligned with the global business strategy. In addition, with data increasingly being used across all of our operating companies, it is important to make sure we are doing so in the most ethical and socially responsible manner. We therefore launched a data ethics governance process, which includes a Data Ethics Board.

prioritize the talent experience

Operating in an industry that serves people, we are putting talent and talent needs at the core of everything we do. Change is happening at an unprecedented pace. Talent expectations change accordingly, and a true partner must provide talent with a relevant, multi-channel and personalized experience throughout their career, so they can learn and grow to stay relevant and be ready for the next challenge at the right time. With very clear talent journeys, promises and propositions, we will be able to further differentiate and set ourselves truly apart. Our digitally improved processes play a key part in this, as they will enable us to deliver the best possible user experience, irrespective of how talent chooses to interact with us – through traditional forms, fully digital and everything in between. By putting talent first, we are confident we will also be better able to serve our clients, representing their employer brands in the best possible way, and offering innovative, timely and distinctive propositions as a true partner.



our impact

Randstad is rooted in a deep belief that work makes life meaningful and gives it purpose. That is where our impact lies. We therefore aim to support as many people as possible in realizing their true potential, throughout their working lives.

sustainability at the core

Clearly, our mission puts sustainability at the core of our strategy, and indeed of everything we do. We have chosen to focus our efforts around five of the UN Sustainable Development Goals: decent work and economic growth (SDG 8), reduced inequalities (SDG 10), gender equality (SDG 5), and quality education (SDG 4). In addition, with regard to climate action (SDG 13), we have committed to the Science-Based Targets initiative (SBTi) Business Ambition for the 1.5ºC pledge, and to setting science-based targets with the ambition of Net Zero by 2050 (see page 79).

Details on our SDG commitments can be found on page 134.

progress on our strategy.

building on our strong foundation

core values

- 2022 targets met on our road to net zero, commitment to halve global emissions by 2030
- ED&I in Touch survey with a score of 8.5, above benchmark (8.0)
- 2022 internal pulse survey confirmed that our values resonate with employees
- Included in the Dow Jones Sustainability Index (DJSI) for the eighth year running

strong concepts

- Market share gains in multiple concepts and geographies
- Accelerated digital staffing delivery models in NAM and EU (DE, FR, PL)
- Acquisition of Side, a leading end-to-end digital staffing solution
- Randstad RiseSmart and Randstad Sourceright named Leaders for Outplacement and MSP in several independent assessments

human forward promises

- Customer Delight rolled out in 39 operating companies across 23 countries
- Launched Customer Delight globetrotters community to connect colleagues around the world

excellent execution

- Strong revenue, gross profit and EBITA
- Return on invested capital 17.9%
- Drove profitable growth with incremental conversion ratio of 23%

best people

- Employee engagement remained stable at 8.1, above benchmark (7.9)
- Attracted more than 6,600 new colleagues
- 49,300 employees trained

superior brands

- Top-ranked human resources brand by Brand Finance
- Recognized as Great Place to Work or Top Employer in several countries
- Launched global brand campaign 'Let's find work that feels good'

creating value through our portfolio

expand presence in concepts and geographies

- Significant outperformance in core markets, strengthening our position as global no. 1 HR services provider
- Ranked in top 3 global perm players (SIA 2021, published during 2022)
- Expanded proven strong service concepts
- Complemented our activities with acquisitions of Finite (IT solutions) and Side (digital staffing)

grow enterprise clients

- Market share gains in the enterprise segment across our diverse portfolio
- MSP share of wallet increasing since 2018
- Leading the way in the market via client-centric strategies

lead in winning sectors

- Developed winning gig/platform solutions
- Accelerated the growth of our offerings in technologies, automotive and health

seek new partnerships

- Four additional partnerships via Randstad Innovation Fund to continue improving our client and talent solutions
- Partner of the WEF elevating our conversations and showing our thought leadership as global leader in HR services
- Investment partner in Startupbootcamp's Sustainability Accelerator to support businesses in making more sustainable products and services

progress on our strategy.

leveraging our differentiators

leverage global collaboration

- Appointed Chief Client Delivery Officer, focused on evolving and building Randstad's client offering throughout our global operations.
- Appointed Chief Talent Officer, focused on making Randstad a partner of choice for global talent
- Global intranet (Connect) live across all operating companies
- Further investments into global front office systems

prioritize talent experience

- Increased # of initiatives to place talent with disabilities
- Increased # of initiatives to guide people from unemployment to employment
- Increased utilization of candidate databases
- Increased talent satisfaction (Customer Delight)

unlock the power of our data

- Strengthened our global data ocean with data ethics governance and processes
- Randstad Relevate positioning for our talent technology suite across 31 operating companies
- Further developed our omnichannel platform app, adding web, app, conversation engine and interview schedule
- Workforce Scheduling tool used by more than 6,000 clients
- Randstad Market Insights live in eleven countries

the impact of our strategy

support as many people as possible in realizing their true potential throughout their working life

- > 2 million people worked via Randstad
- Record high # permanent placements
- 190 million people visited our Monster and Randstad website
- Continued supporting people from disadvantaged groups, including those with a disability, without educational degrees, unemployed for more than a year, migrants, refugees, and younger and older workers
- Over 100 social innovation programs
- Partnership with WEF to strengthen our thought leadership position as global leader in HR services

financial objectives and capital allocation policy.

Our financial objectives and capital allocation policy enable us to create sustainable long-term value for all our stakeholders.

financial objectives for the longer term

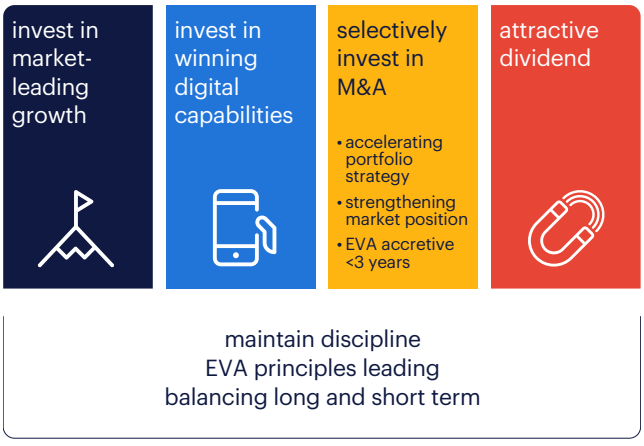
We strive to deliver market leading growth through continuous and profitable market share gains. Our ambition is to win organically, complemented by opportunities to accelerate our portfolio development through bolt-on acquisitions. We strive to achieve an EBITA margin between 5% to 6% over time. We have a strong focus on return on invested capital, optimizing our Economic Value Add (EVA) by applying a disciplined investment approach. We strive to maintain a sound financial position by applying a disciplined risk management at all times.

capital allocation policy

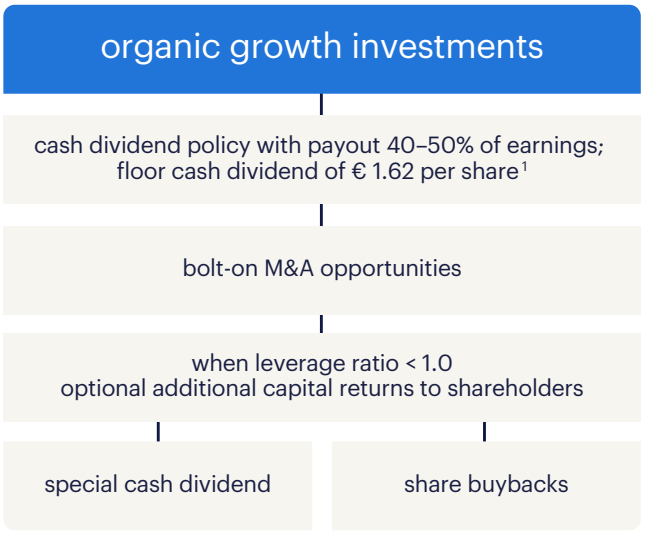
Simultaneously promoting the interests of all stakeholders is deeply embedded in our values, and we aim to safeguard this while also delivering attractive returns to our shareholders.

Our capital allocation principles are in service of our strategy. These principles reiterate the use of discipline and EVA principles in investment decisions and the clear line of sight towards EVA accretion when it comes to M&A.

our capital allocation principles



our capital allocation policy



1. Barring (i) seriously adverse economic conditions, (ii) material strategic changes to the sector, and (iii) a material deterioration in our solvency and liquidity ratios.

Our capital allocation policy lays out how we approach capital allocation in service of long-term value creation for all stakeholders involved.

Randstad's dividend policy is part of our overall capital allocation policy and consists of two elements. First, there is the ordinary cash dividend. We aim for a flexible payout ratio of 40% to 50% of net profit adjusted for amortization and impairment of acquisition-related intangible assets and goodwill, integration costs and one-offs.

In addition, we have set a conditional ordinary cash floor dividend of € 1.62 per share. This baseline dividend level will be maintained even when the 40-50% payout ratio is temporarily exceeded, barring (i) seriously adverse economic conditions, (ii) material strategic changes to the sector, and (iii) a material deterioration in our solvency and liquidity ratios.

Secondly, we have set discretionary additional returns to shareholders in the event of a leverage ratio below 1.0 (excluding lease liabilities) through either (i) a special cash dividend or (ii) share buybacks.

→ financial objectives and capital allocation policy.

financial objectives and progress in 2022

objective	progress
Continuous profitable market share gains	In 2022, we continued our track record of profitable market share gains in core markets such as Italy, Germany and Spain. Overall, we continued to pursue a disciplined pricing policy.
EBITA margin of 5%-6% over time	In 2022, our underlying EBITA margin improved to 4.7%, compared to 4.4% last year. Robust levels of demand from clients and persistent levels of talent scarcity underpinned our full-year performance, and the improvements we delivered in profitability and margin show the benefits of our firm focus on cost management, value-based pricing and business mix.
Optimize EVA	Randstad has a long-term track record of creating economic value, disrupted only by the severe macroeconomic crisis in 2009/2010 and the COVID-19 pandemic in 2020/2021. Our ROIC improved to 17.9% in 2022, compared to 16.8% in 2021 as a result of an improvement in our 12-month rolling EBITA and working capital management. Our focus going forward remains on further improving our economic returns, also driven by active portfolio management. Being an important driver for optimizing EVA, capital discipline remains a strategic priority.
Sound balance sheet	In 2022, our leverage ratio was 0.2 (2021: -0.1) excluding lease liabilities. Our net debt position is supported by a strong free cash flow of € 739m, offset by dividend payments of € 922m paid in 2022, and the net cash outflow of € 170m from M&A activities. The moving average of Days Sales Outstanding (DSO) increased year-on-year to 52.9 (2021: 51.6). Supported by our strategy, we believe our balance sheet will remain robust going forward.
Focus on shareholder returns	We believe the strength in our balance sheet and cash generative business model has created space for additional capital returns to our shareholders. We have carefully reviewed the options, to achieve a balance within the existing capital allocation framework and provide an attractive return for all shareholders, whilst allowing for flexibility in the current macro environment. Supported by our strong balance sheet at the year-end of 2022, we propose a return of around € 921 million of capital to our shareholders. This consists of a total regular dividend of around € 521 million, which reflects a regular cash dividend of € 2.85 per ordinary share. This equates to 50% of basic underlying adjusted net profit and is in line with current policy of 40-50% payout ratio. We also intend to buy back around € 400 million worth of ordinary shares.



how we create value.

40 value creation model
41 key material topics
44 integrated reporting framework
46 our value for talent
53 our value for clients
58 our value for employees
66 our value for society
86 our value for investors
93 performance management
94 financial review
102 market performance
116 risk & opportunity management

how we create value.

input: our key assets

human
We pride ourselves in developing the best HR professionals in the world.

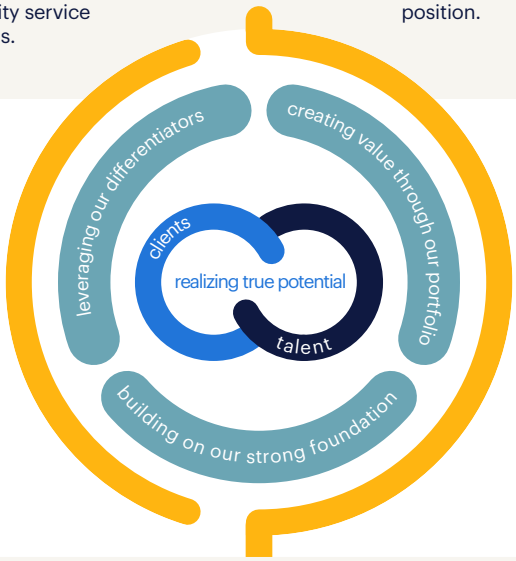
intellectual
Our knowledge, experience and strong brands ensure the highest quality service and concepts.

technological
Ability to scale up proven innovations quickly around the world.

financial
A sustainable mix of debt and equity investments and a sound financial position.

societal
Proactive interaction with governments and policy makers, industry and employer organizations, NGOs, and other bodies.

our business model



- global trends
- risks and opportunities
- governance

output: the value we create

2,083,000 candidates placed	€ 27,568 revenue in millions	8.1 employee engagement score	+8.0% organic revenue growth	33% of workers < 25 years
342,700 permanent placements (including RPO)	233,000 client relationship	50% women in senior leadership positions	€ 1,294 underlying EBITA in millions	included in AEX ESG Index
374,900 candidates trained		49,300 employees trained	€ 739 free cash flow in millions	included in Dow Jones Sustainability Index

outcome: simultaneous promotion of all interests

talent, clients and society at large benefit greatly from the human and financial capital impact created by Randstad

talent
We help talent find rewarding jobs and develop their skills.

clients
We help our clients to find the best talent.

employees
We offer continuous development and meaningful career opportunities.

investors
Through our strategy and ambitions, we ensure long-term economic value for our investors.

society
Through our core activities and active dialogue, we help shape the world of work.

impact

supporting as many people as possible throughout their working lives

our contribution to SDGs: 4 QUALITY EDUCATION | 5 GENDER EQUALITY | 8 DECENT WORK AND ECONOMIC GROWTH | 10 REDUCED INEQUALITIES | 13 CLIMATE ACTION

key material topics.

To identify key material topics in the dynamic world of work, we take input from both inside and outside of Randstad. Our most recent materiality assessment was performed in 2021, conducted by independent consultants. Our key material topics reflect the ESG (Environmental, Social and Governance) issues that matter most to our stakeholders.

materiality assessment approach

In selecting the material topics, we considered the interests and expectations of key stakeholders and the evaluation of our company's ESG impacts. We did this through desk research, interviews, and workshops with Randstad's clients, employees, talent, investors, public organizations, and suppliers. Senior management and members of the Executive Board also participated in the interviews and workshops, and gave their final approval of the updated materiality matrix.

double materiality

We took a double materiality approach, which takes into account both the outside-in perspective (assessing a topic's impact on Randstad's business), and the inside-out perspective (assessing the impact of Randstad's business on a topic). A draft longlist of 148 topics was derived from an exploration of ESG reporting frameworks, ratings, and investor and trend reports. Sustainability priorities and material issues identified by peers from our industry were assessed as well.

A longlist of 15 topics was then drawn up by removing duplicates and clustering overlapping topics, and by selecting topics that meet our materiality design principles that are based on standards set by GRI (Global Reporting Initiative) and SASB (Sustainability Accounting Standards Board). This means that the selected topics cover both internal and external factors, have (potential) impact on our company's bottom line, and lie within our sphere of control and influence. Purely financial and operational issues, as well as hygiene factors, were excluded.

A selection of topics from the longlist was subsequently promoted to a shortlist of 13 material topics, depending on the related risks and opportunities and the extent of the outside-in impact on Randstad for each topic. This exercise was executed by Randstad's materiality project team. These topics were then validated and prioritized by our stakeholders, taking into account the inside-out business impact and actionability. This exercise was executed through interviews, workshops and desk research. The validation and prioritizing process resulted in stakeholder interest and business impact scores per topic. One more topic ('policy & industry involvement') was added during this last process step.

This resulted in a total of 14 material topics, compared to 23 in our previous assessment in 2018. Eleven topics were taken out, while two new topics ('upskilling & reskilling for talent' and 'digital equality') were added. These changes show a shift in the perception of Randstad's business impact, as well as in the interests of our stakeholders, moving increasingly toward our value for society. Twelve topics were again found to be material to Randstad's business. Compared to the previous assessment, our stakeholders showed an increased interest in 'business ethics,' 'corporate citizenship,' and 'environmental protection.' On the other hand, our stakeholders were less concerned by 'data security & privacy,' although it was still perceived to be of high importance. We saw an increased business impact with regard to 'human rights,' 'occupational health & safety,' 'training & education for employees,' 'policy & industry involvement,' and 'sustainable supply chain management.'

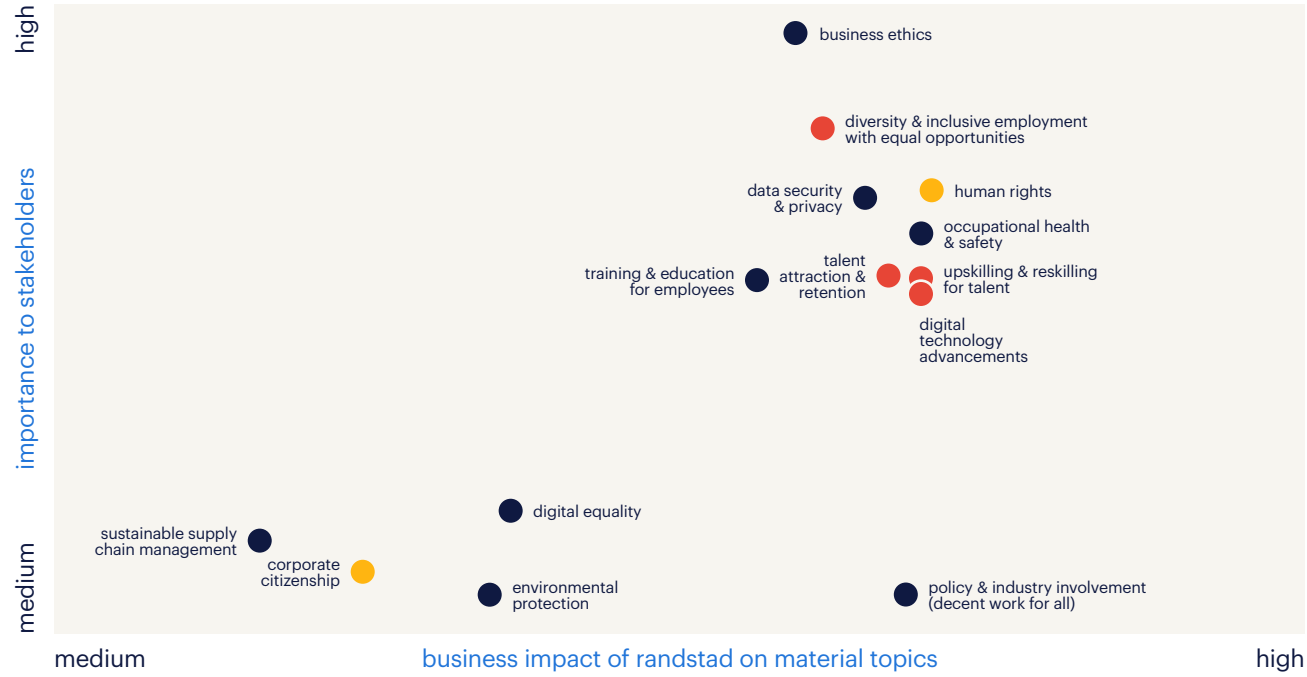
materiality matrix

We report on our key material topics at least annually in our Annual Report. To do so, the 14 material topics are captured in a materiality matrix, where the importance for stakeholders is plotted on the y-axis and the business impact is plotted on the x-axis. The materiality matrix does not reflect regional or cultural differences. The focus areas for acceleration (red dots) have a substantial business impact, are important to stakeholders, and are closely related to Randstad's must-win battles. The sustainability enablers (blue dots) are important enablers that put Randstad in the right position to address the four acceleration topics as well as the other materialities. For the more locally oriented operational management topics (yellow dots), Randstad sets the standard at a global level, but success is largely dependent on local execution.

We map the key material topics with the top risks identified from our risk & opportunity management process. Top risks (e.g., talent churn and shortage, health and safety incidents, and data protection breaches) are risks that are linked to the key material topics. The related mitigations are disclosed in the risk and opportunity management section.

→ key material topics.

materiality matrix



focus areas for acceleration	group-level policy	management at local level
Digital technology advancements	Occupational health & safety	Human rights
Upskilling & reskilling for talent	Data security & privacy	Corporate citizenship
Talent attraction & retention	Business ethics	
Diversity & inclusive employment with equal opportunities	Training & education for employees	
	Policy & industry involvement	
	Digital equality	
	Environmental protection	
	Sustainable supply chain management	



integrated reporting framework.

strategy



supporting as many people as possible throughout their working lives

leveraging our differentiators

creating value through our portfolio

building on our strong foundation

value drivers

contributing to economic growth

shaping the world of work

fostering inclusive employment

connecting with people

values

value for talent

work that feels good

- Business ethics
- Occupational health & safety
- Upskilling & reskilling for talent
- Diversity & inclusive employment with equal opportunities
- Training & education for employees
- Data security & privacy
- Talent attraction & retention
- Digital technology advancements
- Human rights
- Digital equality

value for clients

optimal workforces

- Business ethics
- Data security & privacy
- Diversity & inclusive employment with equal opportunities
- Human rights
- Digital technology advancements
- Occupational health & safety
- Training & education for employees
- Talent attraction & retention
- Corporate citizenship
- Upskilling & reskilling for talent

value for employees

employer of choice

- Business ethics
- Diversity & inclusive employment with equal opportunities
- Human rights
- Digital technology advancements
- Upskilling & reskilling for talent
- Talent attraction & retention
- Data security & privacy
- Occupational health & safety
- Training & education for employees
- Corporate citizenship

value for society

shaping the world of work

- Upskilling & reskilling for talent
- Diversity & inclusive employment with equal opportunities
- Training & education for employees
- Talent attraction & retention
- Business ethics
- Occupational health & safety
- Human rights
- Digital technology advancements
- Policy & industry involvement
- Data security & privacy

value for investors

creating EVA

- Business ethics
- Data security & privacy
- Human rights
- Talent attraction & retention
- Sustainable supply chain management
- Environmental protection
- Digital technology advancements
- Occupational health & safety
- Diversity & inclusive employment with equal opportunities
- Training and education for employees

material topics

value for talent

- Technological disruption
- Information technology and cyber security
- Talent attraction and retention
- Workplace health & safety regulations
- Tax and labor regulations

value for clients

- Changing macroeconomic and regulatory conditions
- Rapid local market volatility and unpredictability
- Technological disruption
- Contract liability and delivery
- Talent attraction and retention
- Workplace health and safety regulations
- Tax and labor regulations
- Credit risk

value for employees

- Talent attraction & retention
- Technological disruption
- Information technology and cyber security
- Workplace health & safety regulations
- Tax and labor regulations

value for society

- Changing macroeconomic and regulatory conditions
- Technological disruption
- Talent attraction and retention
- Workplace health & safety regulations
- Competition regulations
- Tax and labor regulations
- Data protection regulations

value for investors

- Credit risk
- Changing macroeconomic and regulatory environment
- Local market volatility and unpredictability

KPIs	measurable targets	SDGs
• Talent satisfaction • # of candidates trained; training hours • # of candidates placed • # of permanent placements • Average length of employment • # of hires by clients (temp to perm) • # candidates placed younger than 25 or older than 50 • Level of data protection testing	• Increased # of initiatives to place talent with disabilities • Increased # of initiatives to guide people from unemployment to employment • Increased utilization of candidate databases • Increased talent satisfaction (Customer Delight)	
• # of client relationships • Customer Delight • Market share • Investments in innovation • # of hires by clients (temp to perm) • Digital initiatives • # of active platform visitors • Level of data protection testing	• Increased client satisfaction (Customer Delight) • Increased market share in our main markets • Relative growth in large-client segment	8 DECENT WORK AND ECONOMIC GROWTH 10 REDUCED INEQUALITIES 5 GENDER EQUALITY 4 QUALITY EDUCATION 13 CLIMATE ACTION
• Proportion of males and females in senior leadership positions • # of employees trained; training hours • Employee retention rate • Engagement score • Average length of employment • Employees by age group and type of contract • Headcount non-guaranteed hours • Headcount workers who are not employees • # of interns	• 50% women in senior leadership positions • Engagement score higher than benchmark with at least 80% participation • Absenteeism rate of max. 2.2%	
• Staffing penetration rates in our markets • Thought leadership events • Research and publications	• Increased staffing penetration rates in top 8 markets, where measurable • Significant annual reduction of CO_2e emissions per FTE and becoming net zero by 2050	
• EBITA • Incremental conversion ratio • Recovery ratio • Free cash flow	• EBITA margin of 5% to 6% over time • Incremental conversion ratio towards 50% • Recovery ratio ≥ 50% • Dividend payout ratio of 40% to 50% of adjusted net income • Increase of market share • Optimization of economic value added (EVA)	

our value for talent.

work that feels good

We help talent find secure, rewarding jobs and stay relevant in the ever-changing world of work.

value created in 2022

342,700
permanent placements (including RPO) (276,100 in 2021)

2,083,000
candidates placed (2,082,000 in 2021)

374,900
candidates trained (406,400 in 2021)

4 QUALITY EDUCATION | 5 GENDER EQUALITY | 8 DECENT WORK AND ECONOMIC GROWTH | 10 REDUCED INEQUALITIES | 13 CLIMATE ACTION

material topics addressed[1]

- Talent attraction & retention
- Diversity & inclusive employment with equal opportunities
- Training & education for employees
- Upskilling & reskilling for talent
- Occupational health & safety
- Digital equality
- Data protection and information security

related risks and opportunities

- Technological disruption (see page 124)
- Information technology and cyber security (see page 125)
- Talent attraction and retention (see page 125)
- Workplace health & safety regulations (see page 127)
- Tax and labor regulations (see page 127)

KPIs

- Talent satisfaction
- # of candidates trained; training hours
- # of candidates placed
- # of permanent placements
- Average length of employment
- # of hires by clients (temp to perm)
- # candidates placed younger than 25 or older than 50
- # of fatalities
- Level of data protection testing

measurable targets

- Increased # of initiatives to place talent from vulnerable groups
- Increased utilization of candidate databases
- Increased talent satisfaction (Customer Delight)

[1] Please see page 44 for our full integrated reporting framework.

our promise to talent

At Randstad, we see each person as an individual with unique skills, talents and ambitions. We understand the importance of a job and a meaningful career in a person's life. In a world of talent scarcity, we focus on connecting with talent, because we understand the importance of each phase in someone's working life. Focusing on the relationship with talent will also contribute to our clients' success. Matching the right talent to the right job will help both talent and clients achieve their goals and ambitions

Our approach to talent covers the recruitment process right through to development opportunities, coaching, upskilling and reskilling, through to career transitioning and offboarding. We believe we can make a positive impact on individual work lives, helping people stay relevant and find rewarding jobs in the ever-changing world of work. At the same time, our deep understanding of the quickly evolving labor market enables us to connect talent and organizations in a purposeful and meaningful way that fosters sustainable employment.

transparent and inclusive recruitment

Whether a talent walks into one of our branches or reaches out via the website, we aim to put their needs first and seek to find a meaningful role which is right for them. We commit to understanding the person beyond the résumé, and manage the application process in line with our Human Forward promises.

Any job seeker can apply to any and as many of our job opportunities as they would like. We only seek to restrict applications when certifications or licenses are required. If sufficient job applicants have applied for a position, we remove the job opportunity to avoid disappointment for other candidates. If a job seeker expressly notes that they only want to be considered for one role, we respect that preference.

We aim to provide talent with full transparency about exactly where they are in our hiring process and what they should expect. By using a combination of digital touchpoints and personal contact with our consultant, we will keep job seekers up to date about their application status and ensure they know exactly which next step they need to take or what they can expect.

equity, diversity, inclusion and belonging

Diverse teams are proven to come up with better ideas and stronger results. At Randstad, the principles of equity, diversity, inclusion and belonging (EDI&B) are enshrined in our core values.

We recognize the challenges workers at risk of exclusion face in entering, re-entering, or staying active in the workforce. These workers include, among others, women, youth, people with disabilities, the LGBTQI+ community, older workers, and people from diverse ethnic backgrounds. Randstad therefore actively focuses on targeting this talent as part of our approach to furthering employment market sustainability.

We truly believe in the power of data in order to measure our progress and steer towards our EDI&B ambitions. Mainly due to differing local privacy legislation, we experience challenges in collecting global EDI&B data from our talent. To bridge this problem, we have started a pilot in which we gather EDI&B data based on voluntary self-identification.

in 2022, we placed

~100,000

people with no educational degree (2021: 62,000)

~37,000

people who had been unemployed for more than one year (2021: ~39,000)

>13,000

people with a disability (2021: 10,000)

For more information on how we support these talent groups, see our value for society (see page 66).

talent development and career support

To be a long-term career partner for talent, we promise to look beyond just matching candidates with job opportunities. We make it a priority to gain in-depth knowledge of the talent we connect with – their skills, their experience, their needs for today, and their mid- and long-term career aspirations for tomorrow. While they are working with us, we seek to keep them up-do-date on their status and their market outlook, including the length of their contract, market demands, training options and redeployment opportunities. We are always open to discuss job changes with talent, even when they are placed on assignment. We aim to offer support and guidance as they navigate each stage of their career journey, from writing a résumé, helping with interviews and searching for jobs to navigating conversations about career development.

Aiming for the best for our talent is part of our DNA. We see it as our responsibility to coach talent on their best fit. For example, if there is a better permanent job opportunity for a temporary worker, we do our best to make that happen.

upskilling & reskilling for talent

Ongoing skills development is essential for employability and sustainability in any workforce, now more than ever. In 2022, we continued to see increasing demand in a very tight labor market, with skills shortages a major concern. As the global leader in HR services, we help talent to invest in reskilling and upskilling, empowering them to navigate the rapidly changing labor market. We also encourage our clients to foster all talent, including those who need extra support to access the labor market.

candidate training delivered in 2022	
374,900 trained (2021: 406,400)	5,122,700 hours of training (2021: 5,794,900)

In 2022, Randstad RiseSmart launched its career navigation and intelligence platform BrightFit in Australia and the United Kingdom, following successful deployment in the United States and Canada in 2021. As needs grow to support an individual's long-term employability and find more effective ways to drive workforce agility, BrightFit can provide current and future insights using real-time local labor market and job data. Doing so helps talent secure roles with a bright market outlook by uncovering their skills gaps and identifying courses to take their skills to the next level.

One of the bottlenecks we experience is that it is not always self-evident for talent to work on their own development. This may be due to bad experiences with education in the past, insufficient awareness of changes in the labor market, and not knowing what opportunities are available and where to look for suitable training. By promoting our skilling opportunities more clearly, we hope to encourage more talent to take control of their own development.

In the Netherlands, for example, a national advertising campaign was launched in October 2022 to make talent aware of the skilling opportunities offered by Randstad. Talent can register free of charge and make use of a wide variety of online training courses offered by our partners GoodHabitz and the Online Academy. This has led to a significant increase in the number of people registering and visiting our training platform.

improving digital equality

Digital technologies are reshaping the way we work and will fundamentally change the types of skills workers need. Importantly, workers will need to acquire adequate digital and cognitive skills to interact with emerging technologies. At Randstad, we believe that everyone deserves to have access to these digital technologies and have the skills to use them. Because many people are still left behind in this regard, Randstad has developed multiple local programs that aim to increase digital equality.

For example, Randstad Spain runs Randstad Impulsa, a digitization training program with tools and content to help people improve their employability. Randstad Spain also works on specific projects to promote the digital literacy of women at risk of exclusion. Similarly, Randstad Italy runs multiple programs and partnerships with the aim of reducing youth unemployment by providing young people with training in technological and digital skills.

worklife coaching

Coaching and development are typically made available to employees at a senior-manager level. Recently, organizations, particularly tech industry firms, have started to deploy in-house development or manager-led training. However, this is often perceived by talent as a less valuable benefit. One way to attract and retain top talent is to expand these offerings of professional development and coaching, making it available to talent at all levels.

In April 2022, Randstad RiseSmart launched 'worklife coaching', a coaching service for organizations to add alongside their existing learning and development programs. Worklife coaching is expert-led, engaging and inclusive. This approach gives talent access to highly qualified international coaches using a unique coaching methodology. Alongside field experts in specialist areas such as personal branding and career development, it includes an easily accessible cloud-based platform packed with advice, tips, learning tools, skills mapping and assessments to help talent progress further.

ensuring a healthy and safe work environment for talent

occupational health & safety

Randstad is committed to providing and maintaining a healthy and safe working environment. That is why caring for people is embedded in our core values and forms a mandatory part of our induction programs. Several of our operating companies have specialized health & safety managers to provide guidance, advise clients, and execute expert health & safety assessments.

We advise our clients on matters of occupational health & safety, for example, by pointing out how to prevent workplace hazards and by providing 'workplace safety' training. In various countries and sectors, our consultants are trained to assess and advise talent on workplace ergonomics and general well-being. For selected sectors and geographies, clients are assessed for workplace hazard risks before signing service agreements. Risk-based audits are conducted in some business areas where taking extra health and safety precautions is best practice.

policies

In line with our updated global health & safety policy, we are committed to providing and maintaining a healthy and safe work environment, while promoting well-being at work. We do all that is reasonably practical to prevent personal injury and illness and to protect talent, employees, clients and visitors from foreseeable work hazards. Health & safety is also explicitly mentioned in our human rights policy, as we see this topic as one of the salient risks related to our industry, which requires specific focus.

Our global policies are translated into local health & safety policies and practices to avoid risks, such as client site and working from home health & safety assessments that are conducted in our US operations. Our operating companies adhere to all applicable local regulations and standards, and have mature health and safety structures in place. We track sickness rates, work-related accidents or incidents that result in injuries and work-related fatalities, both for employees and talent. Fatal incidents are immediately reported to the Executive Board.

work-related injuries

In 2022, we provided work to more than two million people, with an average of 662,600 people working every day (2021: 653,300). Our first duty as a company is to make sure we do not send anyone into a work environment that may be harmful to them. As we operate in more and less mature markets, we learned that health and safety requirements across countries are very much comparable in terms of rigor and mitigation of risk. We therefore share good health and safety practices via our global platforms across operating companies so they can learn from each other on how and what can improve the health and safety situation of both our talent (see page 49) and our own employees (see page 64).

data protection and information security

Personal data is of critical importance for Randstad's business and Randstad is committed to the protection of personal data of our employees, talent, clients and suppliers.

Staying ahead of the continuously changing threat landscape remains a priority for Randstad. Our increasing reliance on the use of technology is matched by an unprecedented rise in cyber crime, which is now a daily reality for all large enterprises. In 2022, Randstad experienced, like any large enterprise, a number of minor cyber incidents, which were dealt with adequately. None of these incidents were material, and they have not resulted in business disruption or the involvement of our global incident response team. Based on the learnings from these types of incidents and the constantly changing threat landscape, we continue to improve our information security posture to protect the data of our talent, clients and other stakeholders, as well as protecting the business against disruptions.

Both in data protection (DP) and information security (IS), we are expanding our efforts and are continuously investing in people, processes and technology to improve our cyber posture. We have therefore refreshed our cyber security and data protection strategy, reemphasizing our security mission to secure our business processes and be the trusted data guardian for our talent, clients and employees. We will continue to use market standards such as NIST, ISO27001 and ISO27701 as frameworks for our strategy execution. The strategy has been approved by our Supervisory and Executive Boards to set the right mandate and optimize priority setting, resources and funding.

Our data protection policy was updated in 2021, which was followed by an update of our information security policy in 2022. In support of Randstad's data protection and information security policies, we have been running continuous monitoring programs. We have also added capabilities across the full range of cyber security, from protection and detection measures to response and recovery. In addition, our unification activities across the IT environment are set to further improve our cyber posture through standardization. We have expanded training for our employees, with dedicated training for IT and IS personnel on top of Randstad Rules! (including general data protection and information security awareness training for all employees) and periodic phishing exercises for all employees. In addition, all our DP team members receive IAPP (International Association of Privacy Professionals) certification training.

AI principles

Our artificial intelligence (AI) principles, first issued in 2019, define our commitment to the responsible use of AI, and supplement our values and business principles. The AI principles are a common foundation for our company and all our stakeholders as we navigate the rapidly developing world of AI. The AI principles are a work in progress, and we will continue to refine them as AI-related technologies, laws and regulations evolve over time. We closely monitor the developments in the EU in this regard.



personal development for better leadership.

"Coaching opened up a huge amount of learnings that I wouldn't have thought of before. I never thought about learning how to manage people, how to manage myself and how that can help my team to grow and really deliver."

Watch the story of Jonathan



our value for clients.

optimal workforces

We help clients create the high-quality, diverse and agile workforces they need.

value created in 2022

233,000
client relationships
(235,000 in 2021)

53,800
hires by clients
(47,700 in 2021)

342,700
permanent placements
(including RPO)
(276,100 in 2021)

4 QUALITY EDUCATION | 5 GENDER EQUALITY | 8 DECENT WORK AND ECONOMIC GROWTH | 10 REDUCED INEQUALITIES | 13 CLIMATE ACTION

material topics addressed[2]

- Diversity & inclusive employment with equal opportunities
- Digital technology advancements
- Occupational health & safety
- Talent attraction & retention
- Upskilling & reskilling for talent

related risks and opportunities

- Changing macroeconomic and regulatory conditions (see page 124)
- Local market volatility&unpredictability (see page 125)
- Technological disruption (see page 124)
- Contract liability and delivery (see page 125)
- Talent attraction and retention (see page 125)
- Workplace health and safety regulations (see page 127)
- Tax and labor regulations (see page 127)
- Credit risk (see page 126)

KPIs

- # of client relationships
- Customer Delight
- Market share
- Investments in innovation
- # of hires by clients (temp to perm)
- Digital initiatives
- # of active platform visitors
- Level of data protection testing

measurable targets

- Increased client satisfaction (Customer Delight)
- Increased market share in our main markets
- Relative growth in large-client segment

[2] Please see page 44 for our full integrated reporting framework.

our promise to clients

In an environment where client organizations are increasingly overwhelmed by complexity, Randstad is uniquely positioned to respond to their growing challenges. More than anything, businesses today want optimal value in the services they buy, and we are able to meet this mandate with right-sized solutions for all of their workforce needs. From platform work through temporary staffing fulfillment to total talent management, our offerings evolve with the market to nurture deeper relationships with our clients.

How do we do this? It begins with our deep understanding of what today's talent-driven organization needs for its workforce and of how we can meet these needs in a sustainable and value-oriented way. Based on meaningful conversations with employers, we develop solutions that are aimed at helping organizations achieve their desired business outcomes through workforce excellence.

These conversations, as well as an understanding of the economic forces impacting labor markets, are essential to Randstad's ability to continuously deliver value to clients. Without this expertise, the risk of losing credibility and effective delivery of talent rises. We therefore invest significant resources in research, data and internal expertise to drive our client strategy.

world-class best practices

Randstad's best-in-class practices spanning all of our services are a key value to clients. From rapid fulfillment of contingent requisitions through turnkey delivery of in-house staffing to total talent solutions and workforce advisory services, our teams leverage world-class practices applied across all markets and customized for each individual need. To continuously improve the hiring continuum, knowledge and expertise are shared among our subject matter experts, ensuring that successful new solutions are documented, standardized and repeatable.

market knowledge and intelligence

Bearing in mind our clients' end goals, we apply our market-leading knowledge from the world of work to ensure access to the right resources. With a focus on creating cooperative partnerships, we deliver a powerful package of data intelligence, process excellence, innovative technology and the best people to meet every client's needs. In addition, we aim to become a more indispensable partner by delivering consultative and prescriptive service that supports our clients in their workforce planning in the mid to long term. With economic uncertainty descending on the global economy in the latter half of 2022, large and mid-size enterprises increasingly turned to Randstad seeking direction and assurance for their talent strategies.

For instance, a newly launched advisory practice under our Global Businesses segment is helping companies manage both talent scarcity and workforce downsizing. These contradictory forces are leading many companies to simultaneously seek out in-demand skills while shedding excess roles due to a slowdown in demand. The advisory is providing critical direction to clients as they navigate unfamiliar waters three years after the pandemic.

an enduring value proposition

redefining work to drive business outcomes

Changes to the world of work have been ongoing for years, but since the pandemic these dynamics have accelerated considerably as organizations adapt to new expectations and a new social contract with talent. Throughout last year, businesses turned to Randstad for guidance on best practices for acquiring both flexible and permanent talent in both blue- and white-collar categories. With flexible working and talent scarcity key considerations affecting employers' access to skills, employers ask for advice on how best to acquire new talent while also enhancing their workforce strategies. These steps include improvements to attraction and hiring approaches, optimization of work arrangements (buy, build and/or borrow skills) and skilling initiatives. By helping clients understand the full suite of options for accessing talent, we are empowering their talent ambitions.

customer delight

Through our Customer Delight program, we collect feedback from both talent and clients. By taking a data-driven approach, the program helps us understand the latent drivers of talent and client satisfaction. Our ongoing measurement provides valuable insights and allows us to continually adjust our services to improve the experience we deliver. The program is currently in place in 23 countries (2021: 19) across 39 of our operating companies (2021: 35)

and has gathered more than 1.1 million responses since 2018.

With regard to talent, in 2022, the top 8 Randstad staffing companies achieved an average satisfaction score of 8.0 (2021: 7.6), with 64% of all operating companies measured achieving a satisfaction score of 8 or higher, and 90% achieving a score of 7.5 or higher. The average satisfaction score for clients dropped slightly from 7.8 in 2021 to 7.7 in 2022. This drop is mainly due to talent scarcity and the fact that we made fewer talent proposals to clients. In 2022, 80% of our clients gave us a score of 7.5 or higher, and 36% gave us a score of 8 or higher.

total talent lifecycle

The enabling principle of our approach is to create a wholly positive experience for the talent we support. This requires continuous reinforcement of every touchpoint along the total talent lifecycle. Starting from attraction through to redeployment, each step is an opportunity to bring the Randstad brand top of mind with the people who choose to work with us and our clients. The total talent lifecycle is also a roadmap on which employers can build their workforce strategy. It allows organizations to hone in on gaps that may disrupt their overall acquisition process while improving efficiency, cost and outcomes.

For more details on our commitment to talent, see our value for talent (see page 46).

our approach

Central to Randstad's approach is building stronger relationships with the talent community. At the heart of every service we provide is a focus on attracting the right talent for the jobs we need to fill. By placing talent at the forefront of the recruitment process, we make sure that we have a diverse and robust talent pool, optimizing our chances of finding the best candidate for every role that our clients seek to fill. Thanks to our strong relationships with talent, we can help our clients build high-quality, diverse and agile workforces to drive successful and dynamic businesses, both today and in the future.

advance the enterprise experience

Our continuing focus on the enterprise segment advances our value proposition to all clients. By scaling the innovations proven to be successful at the world's largest enterprises, Randstad can more efficiently and effectively deploy these advancements at other organizations we support. A sterling example of our approach is the recruitment process outsourcing (RPO) business managed by Randstad Sourceright, which continued to outperform in 2022. Strong global demand for talent throughout the year led to double-digit growth in the overall market, but our RPO performance stood out as a segment leader as we created more value and innovation for both clients and talent throughout the year. By supporting enterprise clients with a total lifecycle solution that addresses all of their talent needs — talent acquisition, talent management and talent transition — Randstad is again redefining market-leading services in this space. This is why Randstad Sourceright was named a leader in Everest Group's RPO Peak Matrix Assessment 2022 for the 12th consecutive year, and recognized as one of its 'Star Performers'.

greater access to talent

We forge strong relationships by ensuring the talent experience is consistently positive for every client. Clear and open communication throughout the recruitment process — beginning with a focus on a company's employer brand — is a hallmark of every solution we deliver. In addition, we use sophisticated talent marketing efforts, talent pooling and innovative technologies to convert prospective job seekers into successful hires. Such positive talent journeys will result in greater engagement, faster time to productivity, and lower turnover.

optimized technology utilization

With the acceleration of digital innovation, it is imperative that employers use the right tools to attract, screen and hire talent. Randstad works closely with clients to optimize the way they use technology, whether that means integrating our systems and tools with their technology suite or recommending and managing additional platforms and services to improve outcomes. Our experience with thousands of vendors and products and the regular piloting and assessment of new technologies also means clients are assured that their investments are proven to be effective and valuable.

data-driven market insights

As an organization with access to one of the largest global talent data pools, we are able to bring unique insights and intelligence to the companies we support. We help clients make highly informed decisions around their talent strategies thanks to the candidate information we possess and labor market analytics we collect. For example, with access to the market intelligence we provide them with, clients are better able to conduct compensation planning for the year ahead, determine where to build facilities based on availability of talent, or find remote workers around the world.

extensive global resources

With a physical presence in 39 markets, Randstad has one of the largest footprints in our industry. We operate 4,905 offices, including local branches and regional service centers. This means we can offer local support to clients wherever they are and in all the languages they do business. Our global presence and local recruitment expertise also means we have a deep understanding of labor markets around the world, the rules and regulations governing them, and the specific needs of talent in those areas.



driving innovation

As the market leader in our industry, we have a clear mandate to continuously create innovative solutions and cascade them to clients. Whether it concerns the use of robotic process automation or AI-powered video interviewing platforms or new change management techniques, our own drive to innovate alleviates our clients from having to undertake this process themselves. We regularly take on trials to assess the viability of new technologies on a broader scale and whether they would be applicable on a global scale for some or all of our clients.

agility, scalability and flexibility

The value we bring to the marketplace – an extensive global footprint, leading best practices, and committed and highly experienced teams – gives clients access to the resources they need to fulfill their workforce ambitions. More importantly, they gain greater organizational agility by being able to scale our services as needed, without having to invest in more overhead and other resources. This flexibility ensures that no matter what is happening in the world of work, they have the right people, technologies and processes in place to support their businesses now and in the future.



driving business with talent at heart.

"Our key focus will continue to be our people and their sense of purpose."

Watch this Q&A with Nathalie Lemyre, director of talent acquisition for Air Canada

our value for employees.

employer of choice

We are an attractive employer for our employees and offer continuous development and career opportunities.

value created in 2022

50%	49,300	922,000	8.1
women in senior leadership positions (50% in 2021)	employees trained (45,600 in 2021)	training hours (883,000 in 2021)	employee engagement score (8.1 in 2021)

4 QUALITY EDUCATION | 5 GENDER EQUALITY | 8 DECENT WORK AND ECONOMIC GROWTH | 10 REDUCED INEQUALITIES | 13 CLIMATE ACTION

material topics addressed[3]

- Business ethics
- Diversity & inclusive employment with equal opportunities
- Talent attraction & retention
- Occupational health & safety
- Training & education for employees

related risks and opportunities

- Talent attraction and retention (see page 125)
- Technological disruption (see page 124)
- Information technology and cyber security (see page 125)
- Workplace health and safety regulations (see page 127)
- Tax and labor regulations (see page 127)

KPIs

- Proportion male/female in senior leadership positions
- # of employees trained; training hours
- Employee engagement score and retention rate
- Average length of employment
- Employees by age group and type of contract
- # of interns
- Headcount non-guaranteed hours
- Headcount workers who are not employees

measurable targets

- 50% women in senior leadership positions
- Engagement score higher than benchmark with at least 80% participation
- Absenteeism rate of max. 2.2%

[3] Please see page 44 for our full integrated reporting framework.

our promise to employees

making work meaningful

The true value of our business lies in connecting people, with our own people at the core. We take pride in working with the best talent in the industry and offering them meaningful work. We embrace a diverse and inclusive approach to hiring and managing our employees, valuing every worker as a unique individual irrespective of factors like their gender or ethnicity. Our diverse workforce and inclusive way of working pushes us forward as a company and as a team.

We equip our employees with all relevant skills and competencies, empowering them to continuously adapt to the changing demand from clients and talent. In addition to our local development programs our award-winning Frits Goldschmeding Academy offers state-of-the-art leadership programs to ensure that we can develop our own leaders from within. We actively track our employees' engagement through regular surveys via our Randstad in Touch tool and training our managers to make use of the insights created.

In the second quarter of 2022, we conducted a 'pulse survey' to understand employee sentiment related to our core values (see page 19) and discovered that the vast majority of employees find that our core values continue to resonate. This reconfirms our commitment to use our core values as a guide in every decision we make and every action we take.

employee attraction & retention

attraction and selection

At Randstad, we do not hire people to fill a vacancy, rather we hire people for a career. Randstad employees have the unique opportunity to make work meaningful and impact people's lives, helping them move forward. This is at the core of our Employee Value Proposition (EVP).

Randstad aims to attract agile and adaptable people who are capable of effectively dealing with and responding to rapidly changing circumstances and whose values and beliefs match our own. We have a policy of hiring and promoting the best person for the job, based on proven performance and potential assessment.

Although we regularly attract new leaders from outside Randstad to bring in new expertise and experience when required, we continue to focus on developing our own employees to fill our leadership roles internally.

workforce composition by type of contract	
89%	88%
employees on a permanent contract (2021: 90%)	employees working full-time (2021: 88%)

the value of equity, diversity, inclusion and belonging

Randstad is strongly committed to equity, diversity, inclusion and belonging (EDI&B). We believe this helps us build a more agile, productive and innovative workforce that reflects our talent and client base, as well as the society in which we work. Not only is EDI&B important for employee well-being, productivity and business performance, our own research has shown that it is increasingly common for employees – particularly younger generations who represent the future of business and the workplace – to want to work for organizations that value difference, diversity and an open-minded, progressive outlook. More than four out of five Gen Z job seekers (83%) view commitment to diversity and inclusion as an important factor when choosing an employer.

In 2022, our Global EDI&B Council drove an expanded EDI&B agenda at a global level, kicking off global business resource groups, such as Women and Pride. We also published our first global EDI&B report, and we appointed our first ever Chief Equity Officer, who is responsible for driving change globally. Our global diversity and inclusion policy and our human rights policy underline Randstad's commitment and strategy to foster inclusive employment. EDI&B is also part of our mandatory business principles training for all our employees.

Through these initiatives, we are fully committed to creating workforces where differences are not only understood, but valued and celebrated. Ultimately, we aim to empower all our employees to be their true selves. We do this by fostering a global, inclusive culture that embraces diverse views, equal opportunities for everyone, and a sense of belonging.

More information about our EDI&B activities is given under our value for society (see page 66). More details on the composition of our workforce can be found in the ESG reporting section (see page 146).

proportion of women in the organization	
67%	50%
of our employees are women (2021: 67%)	of our senior leadership positions are held by women (2021: 50%)

onboarding, training and development

onboarding and induction

All new employees follow a formal induction program in the first few months, which helps them to become successful in their new role as quickly as possible. The program can also be followed online. It covers our ambitions, strategy, core values, culture, history and corporate policies, as well as targeted job-related information. We track the effectiveness of our induction programs by measuring awareness of Randstad's values and policies, time to productivity, and other success metrics. Immediately after the induction period, an individual development plan is drawn up.

As part of the induction program, all Randstad employees are introduced to our business principles and policies. Specifically, they learn more about our human rights policy, which aims to prevent any human rights violations in our operations, services, or business relationships with employees, talent, contractors, the self-employed, and any others. All new employees receive information related to this policy in their induction program, and all employees have to complete mandatory compliance induction and refresher training.

For more details on our approach to business ethics and our policies, see our value for society (see page 72).

learning and development

The training and development of our employees is considered essential to the success of our company. In our training programs, we combine different forms of learning, including e-learning and gamification. In addition, managers play a crucial and important part in reinforcing their employees' learning journeys.

Randstad offers programs on a local, regional and global level. Locally, programs are developed by the operating companies, sometimes in collaboration with business schools. Our training programs are always competency-based and focus on leadership, digital fluency, sales, job-related skills and soft skills. They are offered at all levels within the organization. For field positions, we have dedicated training programs focusing on operational skills and specific knowledge required for the job.

Our e-learning platforms offer world-class programs, covering a wide range of topics. They make use of advanced tools and technology to enhance the learner experience and ensure the sustainable business impact of our learning programs.

frits goldschmeding academy

Regionally and globally, the Frits Goldschmeding Academy offers state-of-the-art leadership programs, increasingly online. These programs are created in cooperation with world-leading business schools and partners, such as London Business School, TIAS, INSEAD, IMD, SMU, Vlerick Business School, Nova Business School, The Thrive and Stand & Deliver Group. Our Executive Board and senior leaders are closely involved in the development and delivery of the programs.

The Frits Goldschmeding Academy particularly focuses on strategic transformational leadership programs, encouraging efficient exchanges of best practices at a global level. Through clear design principles, an integrated approach, and alignment within and across programs, we aim to achieve a high return on investment, as well as ensuring that all operating companies have access to top leadership programs.

frits goldschmeding academy training programs

global development programs	all local and global programs
1,141 senior leaders trained	49,300 employees trained
29 global development programs	922,000 hours of training
8.9 learning experience rating	

experiential learning and development

Experiential learning on the job is one of the most effective learning strategies. Randstad maximizes this learning style by giving people stretch assignments, while providing sufficient coaching and mentoring at all levels. Stretch assignments, such as temporary projects in a different business, encourage growth and development by placing people out of their comfort zone. In addition, we use a 360-degree feedback process to continuously monitor the organizational climate, leadership styles and competencies.

As a company with a global footprint, we require our local leaders to operate effectively and comfortably in a global environment. Randstad provides ample opportunities for employees to further develop their leadership skills, to acquire and build a global mindset, and to effectively manage and leverage cultural differences. For employees working in an international environment, our Intercultural Management Program provides special training in personal effectiveness in such an international setting.

We led development programs virtually and live, and were struck with the difference. It is clear that these groups longed for connection on multiple levels. When we were able to come together with the group, the human connection was almost as valuable as the learning itself. If, given new travel restrictions, connecting in person is not an option, we recommend leaning into intentional alternatives. How might you find human connection if you are not physically together? Virtual programs in which we divide the groups into smaller groups within their localities? Local off-sites? There are ways to be together even when apart.

compliance, awareness and training

Promoting best practices and raising awareness of the business principles and relevant laws and policies is an ongoing process worldwide.

To set a minimum standard, we have developed a compliance induction and refresher e-learning program: Randstad Rules! This program covers the business principles, competition law, anti-bribery, data protection, information security, human rights and grievance reporting. In relation to human rights, we focus on our salient issues, such as non-discrimination and equal opportunities, and protection against harassment and intimidation. In addition, we offer a set of seven animated videos that support training and communication on each of these topics, available in 16 languages. Our dedicated compliance training ensures capacity building for our employees and increases their awareness of relevant topics in relation to their work.

In 2022, Randstad Rules! was used for induction and/or refresher training by the vast majority of our operating companies worldwide, which was also very effective for delivering continued compliance training during and after the pandemic, when many employees were working from home. It also helped new employees to familiarize themselves with Randstad's core values, business principles and related policies.

ongoing engagement

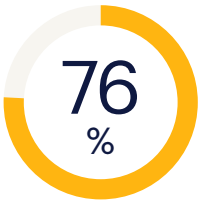
activating and measuring engagement

By continuously engaging with our people, we encourage innovation, accountability and business outperformance, which in turn promotes retention. To measure and monitor engagement, we make use of the global online Randstad in Touch platform, which consists of a questionnaire that people complete at least four times a year. Results are shown in a real-time dashboard. Individual operating companies can add open questions related to the local situation, and employees can share comments or have conversations with their manager anonymously. A planning tool enables us to identify areas where there is room for improvement, so we can take appropriate action and champion positive change.

The Randstad in Touch tool is used to measure our overall engagement score in comparison with that of other companies in the professional services industry. This is the 'industry benchmark'. Internally, the engagement score of different geographical areas is benchmarked against Randstad's overall engagement score.



employees engagement score (2021: 8.1)



participation rate (2021: 75%)

Of course, it is always a challenge to embed employee engagement in the organization at all levels. We have learned that we need to keep investing in communication and education around the topic. In 2022, we therefore launched a refresher training program for managers to help them to improve the way they monitor participation in the Randstad in Touch surveys and to respond to comments and criticism adequately.

employee social participation

Randstad actively promotes employee participation through a network of national works councils and dialogue with trade union representatives. Managers and employees across Randstad discuss work- and HR-related issues in accordance with national law and practices. In Europe, the results of these dialogues are also fed into Randstad's European Works Council, which meets on a regular basis to discuss the company's results and strategy, HR issues, and any other information relevant to our employees and operating companies. UNI-Europa, the representative trade union federation for services in Europe, is invited to attend the European Works Council meetings as an observer. In 2022, 43% of our employees were covered by collective bargaining agreements (2021: 45%).

performance management

At Randstad, we see the development of our people as a shared responsibility. To facilitate our people's continuous development and unlock their full potential, our performance management process is based on what we call our Great Conversations program. Besides regular business and performance reviews, employees get together with their managers on a regular basis (at least once a quarter) for a constructive, future-focused conversation in which they receive feedback and coaching. The dialogues and goals set in these Great Conversations are meaningful, aspirational and progress-based. They do not just focus on numbers and output, but also on people's development areas and ambitions, and are meant to empower employees rather than 'rate' them.

Randstad supports people in developing and practicing techniques and skills to ask for, receive and apply ongoing feedback and coaching. Our Great Conversations also provide the input for reward & recognition, learning & development, and career advancement.

reward & recognition

At Randstad, we aim to provide our employees with meaningful rewards and fair remuneration in order to strengthen their ties with the company, while encouraging outperformance.

Remuneration is based on real outcomes, which are assessed regularly. This includes behavior and personal development. In addition, our annual remuneration process also takes external market developments into account.

To encourage our employees' affiliation with Randstad and to enable them to participate in Randstad's success, an employee share purchase plan is in place, with currently more than 20,000 active participants. This plan, which keeps growing in popularity, enables our employees to benefit from Randstad's growth and stimulates entrepreneurship.

For our senior leadership, a long-term incentive plan is in place, including a performance share plan. The purpose of this plan is to retain our best people and to drive and reward sustained performance of our company by sharing in success.

equal pay

A global team of HR professionals has been working on collecting and sharing best practices and approaches to embed the notion of equal pay in key HR processes. We aim to have balanced hiring, promotion and salary review processes. We have also made equal pay dashboards available for all parts of our organization to create insights and highlight actionable trends. Under the guidance of the Global ED&I Council, a task force continues to work on this topic, and several operating companies have chosen to apply for local equal pay certification as further evidence to our commitment to equal pay.



career advancement

Randstad recognizes the importance of talent management as one of the key factors underpinning company growth and ensuring the continuity of our business. Talent management enables us to attract and retain high-caliber people, identify and develop our employees, and continuously anticipate needs for future positions on a local and global level.

Our dynamic People Review Process, which includes an extensive annual assessment followed by periodic reviews throughout the year, is the basis of our leadership and talent management approach. It addresses the performance and potential of all employees on an individual level. Randstad's senior leadership takes a keen interest in the company's strategic workforce planning, focusing on development needs, succession plans, pipeline development and future leadership talent.

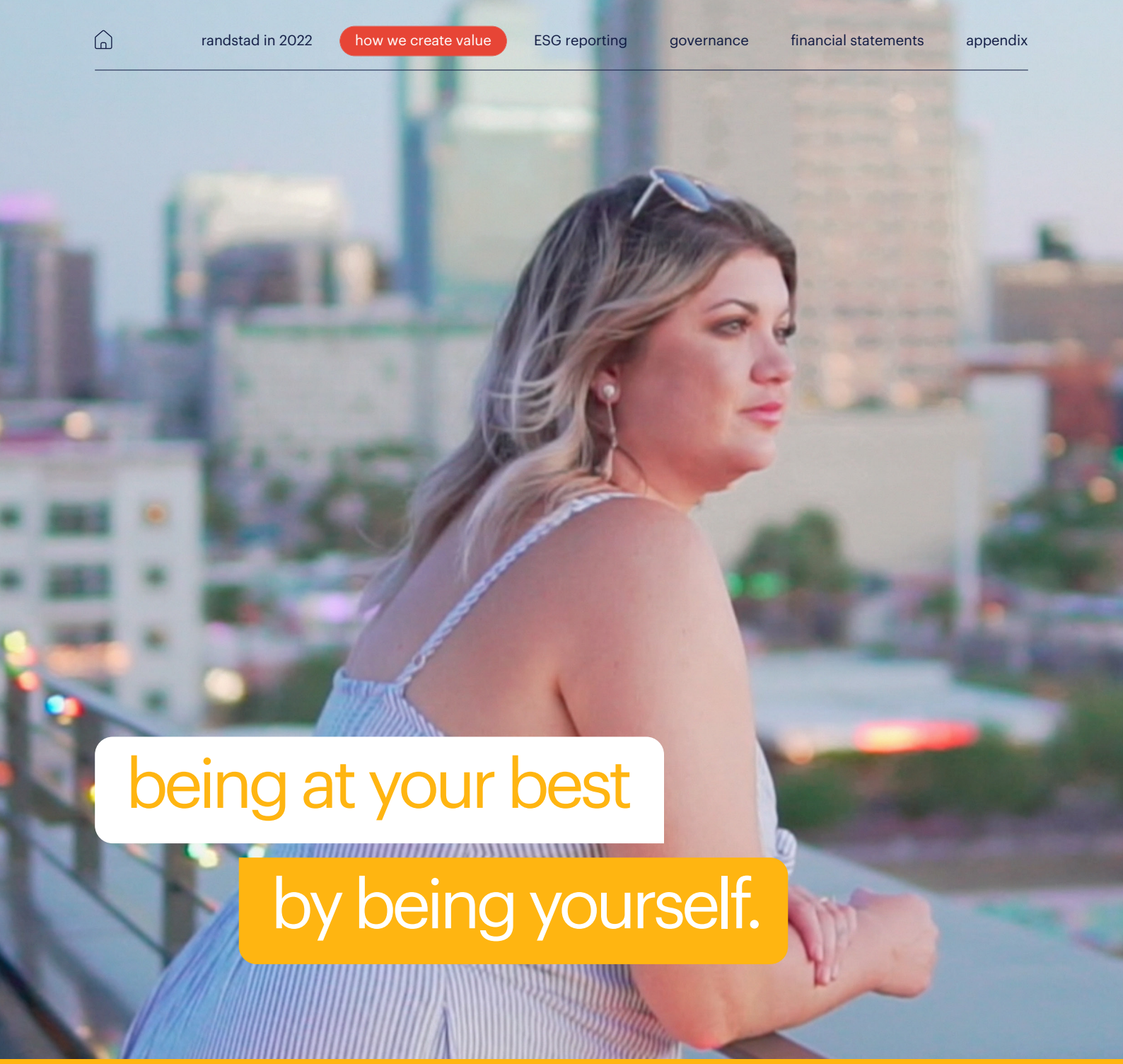
As part of our transparent internal labor market, all employees within Randstad have the freedom to explore available vacancies and to apply for a vacancy elsewhere at Randstad. To facilitate this, all vacancies are published internally on our intranet.

occupational health & safety

Our global health & well-being guidelines 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. They also support the different needs considering the various life stages of our employees by offering, such as different forms of leave and flexible working hours.

Our operating companies use a variety of measures designed to advance employee well-being. These include procedures to promote safety at work, training programs, health checks, and services and products to enhance overall employee wellness. In our markets, we have formal agreements with trade unions on health and safety topics. Local initiatives to stimulate a healthy and safe work environment include online platforms for a healthy lifestyle, driver safety programs, and more.

With most of our employees still (or again) working from home in 2022, 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 programs, webinars and online tools covering topics such as mindfulness, yoga, meditation, vitality and mental balance. For managers, attention was paid to health and well-being in the form of practical training within their managerial tasks.



"Every single individual has different motivators. As a leader, I try to be as transparent with who I am as possible so that my team can see that they too can be transparent and be themselves."

Watch the story of Rachel

our value for society.

shaping the world of work

Through our core activities and active dialogue, we help shape the world of work.

value created in 2022

698,000
candidates working < 25
(741,000 in 2021)

270,000
candidates working > 50
(286,000 in 2021)

13,000
candidates with a disability placed
(10,000 in 2021)

included in Dow Jones Sustainability Index

4 QUALITY EDUCATION | 5 GENDER EQUALITY | 8 DECENT WORK AND ECONOMIC GROWTH | 10 REDUCED INEQUALITIES | 13 CLIMATE ACTION

material topics addressed[4]

- Diversity & inclusive employment
- Human rights
- Business ethics
- Corporate citizenship
- Policy & industry involvement
- Environmental protection
- Sustainable supply chain management

related risks and opportunities

- Changing macroeconomic and regulatory conditions (see page 124)
- Technological disruption (see page 124)
- Talent attraction and retention (see page 125)
- Workplace health & safety regulations (see page 127)
- Competition & Tax and labor regulations (see page 127)
- Data protection regulations (see page 127)

KPIs

- Staffing penetration rates in our markets
- Thought leadership events
- Research and publications
- Global supplier code to be accepted by all suppliers

measurable targets

- 50% reduction scope 1 and 2 CO_2e emissions by 2030 vs 2019
- # of work lives impacted through corporate citizenship
- Strengthening the Randstad brand
- Company cars: 10% decrease of the weighted average CO_2e per km by end 2022
- Increased staffing penetration rates in top 8 markets
- External assurance of non-financial reporting by 2022

[4] Please see page 44 for our full integrated reporting framework.

our promise to society

shaping the world of work

Randstad aims to make a positive contribution to society by focusing on its social responsibilities as well as through thought leadership, strategic stakeholder engagement management and industry involvement, including research, surveys and publications, memberships, sponsorships, and events.

As a global player in the labor market, Randstad has in-depth knowledge of the world of work. Through our daily interaction with clients and talent, and our continuous dialogue with governments, employers and labor organizations, we take the lead in shaping the world of work and improving workers' employability and access to social protection systems. By promoting equal opportunities and contributing to better functioning labor markets in this way, we enable talent and clients to realize their true potential.

improving access to the labor market

The simultaneous promotion of all interests is one of our core values at Randstad. This means that the principles of equity, diversity, inclusion and belonging (EDI&B) are at the heart of who we are. Randstad believes that everyone, regardless of their background, deserves work that provides dignity, security and purpose. We want our people and the people whose careers we support to feel included, valued and respected. In addition, we aim to create more equitable and diverse workplaces, both at Randstad and with our clients and partners. This includes taking action to make sure everyone has the same access to opportunities, to support our clients in building inclusive workplaces, and to close the pay gap. To achieve this, we proactively seek to level the playing field, often by providing more support or creating favorable conditions for disadvantaged groups.

our policies

Our global diversity and inclusion policy and our human rights policy underline Randstad's commitment and strategy to foster inclusive employment for our own employees, as well as for talent working at our clients. We commit to supporting the inclusion of people with a vulnerable position on the labor market, for instance because of age, gender, ethnicity, sexual orientation or disability. We strongly promote equal opportunities, and respect and safeguard human and labor rights in order to maximize future employment for as many people as possible.

social innovation programs and other initiatives

Our social innovation programs aim to improve employability and promote equal opportunities for underrepresented talent pools and people at risk of exclusion. Randstad runs many local initiatives to promote equal opportunities for, among others, youth, women, people with disabilities, the LGBTIQ+ community, and people from diverse ethnic backgrounds. By forging links with local community stakeholders, including public, private, NGO and institutional partnerships, we stimulate equity, diversity and inclusion in the workplace.

In 2022, Randstad was involved in more than 100 social innovation programs around the world. Local Randstad specialists contribute to these impactful programs. Together, these specialists form a global community that regularly exchanges knowledge and builds synergies in order to accelerate our positive impact on society. More details on our social innovation programs are available on our website.

100+ social innovation programs

youth

The COVID-19 pandemic disproportionately affected young people, not only in terms of their participation in the labor market, but also through severe disruptions in education and training. The International Labour Organization found that the employment loss for young people as a result of the crisis was more than double that of older workers, with youth employment falling by 8.7% in 2020 compared with 3.7% for adults.

At Randstad, we actively support measures to ensure inclusive and equitable quality education and to promote lifelong learning for all, especially youth. Around the globe, we are involved in programs that create a bridge between the business world, students and young starters. For example, in Belgium, Randstad Young Talents has been active since 2012 creating student side jobs and starter jobs that have produced remarkable results.

candidates younger than 25	
698,000	12,700
working (2021: 741,000)	placed in permanent jobs (2021: 21,000)

women

As a leading HR services company and employer of thousands of people, Randstad is in a position to enable change that leads to a more gender-equal working world. We champion gender equality not only in our own company, but also with our clients and partners. We are committed to building a business and labor market where everyone can thrive, regardless of their gender.

We encourage everyone to fully recognize the achievements of women in the workforce, whether that relates to raising awareness of bias, diversifying our leadership, promoting individual strengths, or investing in mentoring and training. As part of this commitment, we have signed the CEO Statement of Support for the UN Women's Empowerment Principles (WEPs) and run a number of initiatives aimed at training, developing and advancing female employees. Randstad is also a member of WEConnect International, a global network that connects women-owned businesses to qualified buyers around the world. Internally, we have created many Business Resource Groups (BRGs), including the global 'Women and You' BRG, to empower our colleagues.

One of our most successful projects supporting women has been our Hire Hope program in the US. Launched in 2014, over 1,000 women have so far participated in the program, which provides career-readiness training and job-placement services to women survivors of housing insecurity, domestic violence and human trafficking. Throughout 35 weeks and three phases (Restore, Grow and Thrive), the program provides participants with technical and soft-skill training, paid apprenticeships, career transition support and ongoing mentorship with the goal of securing long-term permanent employment.

LGBTQI+

Randstad is committed to supporting the needs of our LGBTQI+ communities across our employees, talent, and the wider global community. At the World Economic Forum 2022, our CEO Sander van 't Noordende led an important dialogue on 'Driving LGTBQI+ Resilience through Equity' and shared his personal story as an LGBTQI+ leader with diverse stakeholder groups. We also joined forces with GLAAD, the world's largest LGBTQ media advocacy organization, to humanize the discussion on LGBTQI+ issues by externally sharing the stories of our LGBTQI+ employees via our website and social media channels.

Sander van 't Noordende was also recognized in 2022 as 4th on the list of Top 100 Outstanding LGBT+ Executives Role Model published by INvolve – The Inclusion People. This list celebrates trailblazing and inspiring leaders who are driving progress and meaningful change for LGBTQI+ employees across the world. These leaders are recognized for their efforts to set the bar for change within organizations to ensure everyone can thrive and succeed authentically in the workplace.

In 2022, we were active participants in both Out & Equal and Workplace Pride, two organizations dedicated to establishing workplace equality for the LGBTQI+ communities globally. Via our Pride Business Resource Group, we are creating networks that foster opportunities for all employees to learn more about the community and create a workplace where everyone can learn, share and feel welcome. In Japan, our diversity efforts led to the highest Gold level in the PRIDE Index 2021.

Another great example of our commitment to this community is that of Randstad India, where we supported a global client in setting up its LGBTQI+ affirmative hiring agenda. The learnings and good practices from this experience are being used to advise additional clients and offer an inclusive onboarding and work experience with Randstad for these historically excluded groups.

diverse and ethnic backgrounds

As the world's largest staffing and HR solutions company, Randstad takes seriously its responsibility for supporting diversity, equity, inclusion and belonging (EDI&B) in the workforce. In 2022, Randstad USA was recognized by DiversityInc as a top 50 company for diversity for the fourth consecutive year, earning 21st place on the celebrated list. The award is a recognition of the various programs and partnerships established in the USA to provide people with the skills and opportunities they need to succeed in the rapidly changing world of work.

A good example of such a program is Transcend by Randstad USA. Transcend addresses systemic racism and discrimination in 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. As part of this initiative, Randstad USA also joined the OneTen coalition of companies that work to improve hiring, retention, upskilling and advancement of Black and African American talent. In Canada, Randstad partnered with the Aboriginal Friendship Center in Calgary and the Calgary Immigrant Women's Association to attract more ethnically diverse and indigenous talent.

people with disabilities

People with disabilities make up 15% of the world's population, and according to data from the UN, in industrialized countries they are 50-70% more likely to be unemployed than those living without a disability. This disability-employment gap significantly widens in developing countries, where up to 80 to 90% of people with disabilities are unemployed, exacerbating health and social inequalities.

With the disability-employment gap negatively impacted by the pandemic and talent shortage on the rise, there is an incredible opportunity for Randstad to make a powerful impact on the lives of countless people with a disability by providing them with equal career opportunities.

13,000

candidates with disabilities placed in meaningful employment (2021: 10,000)

We want to give everyone a chance at meaningful employment, and we will pave the way for every company that wishes to invest in people with disabilities. Randstad is actively supporting measures from all across the world contributing towards closing the disability-employment gap. In 2022 alone, Randstad placed 13,000 candidates with disabilities in meaningful employment.

In France we have Kliff by Randstad France, a staffing agency that is 100% dedicated to disabled workers. The organization's objective is to offer workers who are unemployed or at risk of losing their job due to their disability an opportunity to work for our clients and realize their professional development. Over the next two years, Kliff's goal is to have five offices in France and employ 500 people with disabilities on a full-time basis.

Randstad Australia has partnered with Get Skilled Access to develop RecruitAble, a government-funded initiative that aims to remove recruitment barriers for people with a disability. Key to the success of the program are assessments of cultural inclusivity and recruitment processes as well as disability training for an organization's talent, HR, executive and hiring managers.

migrants and refugees

Work has the potential to provide security, dignity and independence – things that those who are displaced need the most. For more than a decade, Randstad has actively developed local and social innovation programs and supported multi-stakeholder initiatives that improve employability and promote equal opportunities for (im)migrants and refugees.

In 2022, we pledged and already met our goal to help a further 20,000 refugees with job support over the next three years. To accelerate our impact, we mobilized our colleagues around the world to find work, provide upskilling and reskilling support, and guide clients in how to address the sharp increase in the number of refugees.

In June 2022, we launched an international talent pool for Ukrainian refugees who are looking for a job outside of Ukraine. During the year, more than 1,700 Ukrainian refugees registered in our talent pool in 18 countries all across Europe. Several millions of Ukrainian citizens are seeking shelter in Poland, which is why Randstad Poland launched a special aid program, providing employment for 1,500 Ukrainian citizens. These refugees were also offered professional development opportunities and language

in 2022, we pledged to help a further

20,000

refugees with job support over the next three years

training. In addition, financial support was given to cover childcare and accommodation costs. Any profits from placements as well as additional amounts provided by Randstad N.V. were reinvested in the employment program.

In addition to supporting refugees from the conflict in Ukraine, we continue our active support of refugees elsewhere in the world, including in Greece, where we set up The R Network. This is a partnership with the International Organization for Migration, the leading inter-governmental organization promoting humane and orderly migration. We share job openings for their beneficiaries.

Besides our own initiatives, we contribute to the initiatives of Tent Partnership for Refugees. For example, we participate in their mentorship program for women refugees, and through their Sunflower Project, we help to accelerate the economic integration of Ukrainian refugees across Europe through hiring, training and mentoring. In 2022, we also donated to the UNICEF emergency appeal and created an employee giving campaign for children and families affected by the conflict.

safeguarding labor and human rights

Randstad recognizes its impact on labor markets, which is often closely related to human rights. We therefore consider this topic very relevant, and operate in accordance with several global agreements and conventions. We are committed to preventing or mitigating adverse human rights impacts that are caused by or linked to our operations and services, and addressing such impacts if they occur. All our employees are trained in human rights through our induction and refresher training programs. We adhere to the human rights chapter of the OECD Guidelines as a benchmark for our international activities.

In addition, we follow the United Nations Guiding Principles as the global framework to address business and human rights challenges. We identify and assess the impacts on human rights based on salience, and implement actions to stop, mitigate and/or prevent impacts. We track and monitor the effectiveness of implemented actions, communicate externally and engage with stakeholders throughout.

UN global compact

We are signatories to, and participants in, the United Nations Global Compact, and we support its Ten Principles regarding human rights, labor rights, the protection of the environment, and anti-corruption. We have embedded the Ten Principles into our corporate policies and developed a tool for human rights risk mapping. More details are available on the website of the UN Global Compact.

While always complying with national laws and practices, we are also committed to making the Global Compact's principles part of Randstad's strategy, culture and day-to-day operations. In 2020, Randstad signed the Statement for Renewed Global Cooperation with the UN Global Compact. To reconfirm our support, our new CEO signed a renewed statement of support to the UN Global Compact in 2022.

labor rights

The principles regarding labor are those outlined in the ILO Declaration on Fundamental Principles and Rights at Work. These are freedom of association and the right to collective bargaining, elimination of forced or compulsory labor, the abolition of child labor, and the elimination of discrimination in respect of employment and occupation.

Although there is no international agreed definition of 'living wage' available, we focus on what is available in the formal legal framework in order to be compliant with international standards and national labor legislation and regulation, including national minimum wages where they exist and/or minimum wages as set up in collective agreements, or a general legal compliance approach. Randstad participates in the UN Global Compact Think Lab on Living Wage to support thought leadership on critical issues.

Randstad invests in social dialogue and in concluding Collective Labor Agreements (CLAs) with trade unions where possible and relevant. This closely links to our core value of 'simultaneous promotion of all interests'. Either on our own account and/or through recognized industry bodies, we actively call for decent, clear, fair and workable rules and regulations in the markets in which we operate. More information on this is available under 'policy and industry involvement' (see page 76).

human rights risk management

In 2020, we reviewed our global key control framework and expanded it to cover a number of relevant risks and controls related to business and human rights, notably bribery, workers' rights, health and safety, and discrimination. Before engaging in a new business relation, as well as on a periodical basis for active clients, human rights issues are assessed. Other ways in which we mitigate human rights risks at all our operating companies and branches include continuous training of our employees and management locally, and promoting organizational sensitivity to human rights issues in general.

human rights policy

In 2021, we updated our human rights policy, where we set out the leading human rights principles for Randstad, its employees and placed workers, as well as our expectations toward our external stakeholders. These principles reflect salient human rights issues, such as non-discrimination and equal opportunities, protection against intimidation and harassment, health and safety, and modern slavery. We are especially committed to protecting those groups of people that are more vulnerable in the labor market. Vulnerable groups may vary per country and/or region, and may include women, children, disabled people, migrant workers, the LGBTQI+ community, indigenous people, racial and ethnic minorities, and the long-term unemployed. These salient human rights risks and vulnerable groups are covered in our due-diligence process. We aim to avoid human rights breaches by capacity building, such as through our global equity, diversity & inclusion council and awareness raising and training initiatives.

In 2022, we made further progress through internal stakeholder dialogues on improving the way we organize human rights due diligence in line with our policy, and we prepared for upcoming legislation in this respect, especially in relation to our value chain.

reporting violations

Any employee, placed worker, or other stakeholder who reasonably suspects or has witnessed a violation of human rights is expected to raise their concern in accordance with Randstad's misconduct reporting procedure, preferably directly to local management and through established operational channels. However, if for any reason this is likely to be ineffective or inappropriate, or if a complainant fears retaliation, use can be made of the integrity line. We are committed to monitoring, reporting on, and providing remedy to correct negative impacts. See 'integrity and grievance mechanism' (see page 72) for more details on misconduct reporting.

business ethics and integrity

Creating value to all of our stakeholders can only be done on the basis of our core values, and the Randstad business principles, our code of conduct. Jointly, they project a positive message, help us live up to our values, and ensure that the needs of the world in which we work, as well as our business and personal behavior, are well aligned and reinforce one another. The business principles are our minimum standards, applicable to all Randstad employees (including officers and directors); no one is authorized to violate them. They can be found in the corporate governance section on our website.

To further enhance awareness of the business principles, they are part of our mandatory compliance induction and refresher training, and communicated through various internal communication channels across the Group. More details can be found under our value for employees (see page 60).

corporate policies and compliance

In order to further clarify some of the areas addressed in our business principles, we have several corporate policies that provide our employees around the world with specific guidance and instructions on their business behavior. For example, we have policies in relation to competition law, human rights, anti-bribery, data protection and e-communications. These corporate policies are reviewed and updated on a regular basis, also depending on legal and business developments.

In 2021, we reviewed our data protection policy and our human rights policy. In 2022, we issued a new version of our health & safety policy and our environmental policy. Other relevant corporate policies are those on insider dealing, contract approval, global corporate citizenship & philanthropy, and diversity & inclusion.

Randstad's corporate policies – as approved by the Executive Board – are published on our intranet sites and on our website (in whole or in summary). All policies are included as controls in our key control framework. Through our internal in-control statement process, our operating companies certify, semi-annually, their compliance with many of the policies, or explain any deviations.

anti-bribery and anti-corruption

Randstad's CEO and CFO have signed the UN's Call to Action to Governments to promote anti-corruption measures and to implement policies to establish systems of good governance. Signing this Call to Action underlines our commitment to opposing corruption in all its forms, including extortion and bribery. We believe that corruption is one of the greatest obstacles to economic and social development around the world. For this reason, and to keep aligned with developments and best practices in this area, Randstad is a member of Transparency International.

In our gifts & hospitality and anti-bribery policy, we take a strong stance against bribery and corruption. Any sponsoring or charitable donation is only allowed when this is in line with Randstad's global corporate citizenship and philanthropy policy and subject to strict requirements, so we avoid these being used for any inappropriate purposes. We also do not allow any political contributions. Therefore, our direct and indirect political contributions, donations and sponsorship related to bribery and corruption amount to zero.

integrity and grievance mechanism

In 2022, we updated our misconduct reporting procedure to ensure it is in alignment with the requirements of the EU Whistleblower Directive. The impact for Randstad was limited, as the previous versions of the procedure already included most elements of the Directive. All relevant stakeholders, such as employees, talent, placed workers and third parties, can make use of the procedure.

When making use of the integrity line, anonymous reporting is possible, although Randstad encourages individuals to reveal their identity when they submit a report, as this greatly facilitates investigation of the issue. Protecting the rights of those who speak up on potential misconduct is essential, ensuring confidentiality for the person speaking up, respecting privacy and data protection rights, and protection against retaliation, including for those assisting the person speaking up. The right of non-retaliation is guaranteed under the business principles. Violation of this right will not be tolerated, and any form of threat or retaliation aimed at someone speaking up may lead to disciplinary measures. Since not all EU member states have implemented the Directive into local legislation yet, the implementation of the new misconduct reporting procedure has not been completed for all Randstad Group companies in the EU.

The misconduct reporting procedure encourages the reporting of concerns, preferably directly to local management and through established operational local channels. For serious misconduct, or if for any reason the local reporting lines are considered inappropriate or are likely to be ineffective, or if a reporter fears retaliation, there is also the option to speak up directly to the dedicated local integrity officer, or to make use of our integrity line. Examples of serious misconduct that may be reported include breaches of human rights, bribery or competition issues, discrimination, (sexual) harassment, or misconduct related to financial reporting, as well as concerns about unethical or unlawful behavior or Randstad's integrity in tax-related matters.

The integrity line is a special reporting facility, operated by an independent external provider, which consists of a telephone hotline (accessible 24 hours a day via free local access numbers) and a secure web page. It allows communication between the parties, and has proven to be successful even if the misconduct was reported anonymously. Reports can be made in the local language or in English. The relevant local integrity officer is responsible for handling the reports made, supported, where appropriate, by other functions, either locally or within Randstad, and/or by external parties, depending on the nature of the report made. Actions resulting from this procedure vary from apologizing to the complainant and correcting mistakes to warning letters or termination of employment, be it of a placed worker or an employee, including in senior positions. These actions must make clear to all involved or impacted that breaches are not tolerated by Randstad.

Taking into consideration the implications of the UN's 'Protect, Respect and Remedy' framework, we continue to work on raising and maintaining awareness of our grievance mechanism, including among our employees and placed workers. Understanding of our misconduct reporting procedure is measured through our Randstad in Touch engagement survey. The results of this part of the survey can be found in the table 'awareness of misconduct reporting' in the ESG reporting section. (see page 151)

reports made

The number of reports (complaints and concerns) made in 2022 (457) increased compared to 2021 (401). Again, this total included a substantial number of reports made via the integrity line that after initial triage were assessed as regular service issues that bypassed the normal appropriate local reporting channels, such as the branch manager or local complaint or help desks. Where possible, these were referred to the relevant local function for follow-up, or dismissed in the event that there was insufficient detail (especially when the report was also anonymous). Through local communication efforts, we aim to maintain and increase awareness of the correct routing.

For more details, see governance performance in the ESG reporting section (see page 151).

corporate citizenship

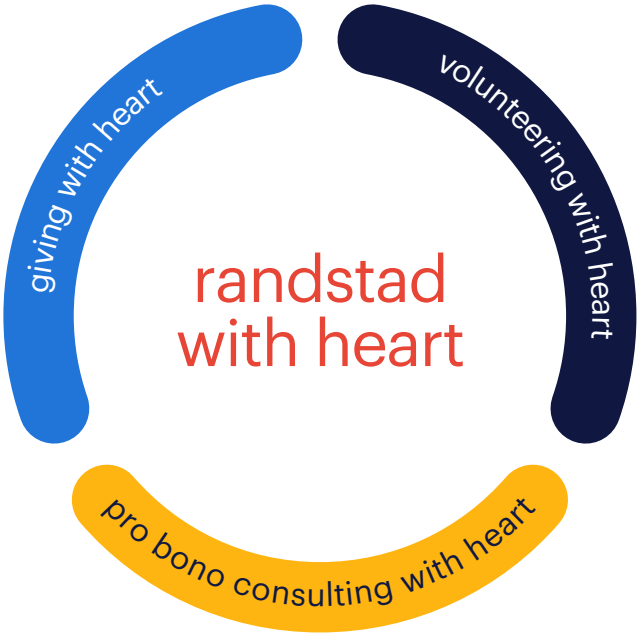
Randstad has a long history of charitable and philanthropic work aimed at bettering the work lives of vulnerable people around the world. Through a wide variety of local and global initiatives and partnerships, Randstad employees are highly engaged in corporate citizenship activities that make a difference to the wider community and help people across the world reach their full potential.

Our Randstad with Heart global corporate citizenship framework helps us coordinate and enhance our efforts not only to align our support with what we stand for as a company, but also so employees can readily identify how they can get involved and help. Randstad with Heart encompasses all corporate citizenship initiatives around the globe, and comprises volunteering, giving and pro-bono consulting.

randstad with heart

At Randstad, we believe in the power of work. A decent job can provide security, dignity and become a platform for building a better life. But for too many people, this ideal is out of reach. Too often where a person is from, what they look like, and who they are determine their chances of reaching their potential. Our corporate citizenship framework, Randstad with Heart, is designed to address this inequality. We harness the passion and commitment of our employees to go above and beyond to bring work closer to those who might otherwise be overlooked.

Through volunteer projects, not-for-profit partnerships and corporate giving, we help people across the world to reach their full potential. We support them to take or retake steps toward the prosperity and security offered by decent work. In addition, we have a global policy for corporate citizenship and philanthropy. The purpose of this policy is to define commonly shared rules within Randstad for identifying corporate citizenship and philanthropy



initiatives that, in line with our mission, core values, business principles, and internal policies, are aimed at meeting the needs of the communities and societies in which Randstad operates.

Randstad with Heart is made up of three key pillars in which our initiatives have been carefully placed to help people across the world reach their full potential: volunteering with heart, giving with heart, and pro bono consulting with heart.

volunteering with heart

Many of our employees help people in the broader global community to gain access to skills and work, enabling them to fulfill their potential. Corporate volunteering provides our employees with an opportunity to live the Randstad core values and enhance their own development as people, professionals and citizens. Randstad supports volunteering activities through globally led partnerships, locally driven corporate volunteering programs, management resources, and one working day per year for all employees to spend on a charity of their choice.

voluntary services overseas

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. Its mission is to build a fair world for everyone by sharing 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. To achieve this, our employees volunteer in VSO's international projects. We also use our knowledge and infrastructure, pro bono secondments, and joint marketing efforts to help VSO become bigger and better at recruiting volunteers across the world.

Our partnership focuses on specific projects that are in line with our employees' core skills and competencies, as well as with Randstad's strategic focus on employability. Our employees mainly support various projects in Tanzania, Uganda, Kenya and Cambodia, focusing on youth empowerment, employability and entrepreneurship. These projects help young people develop market-relevant skills, which will prepare them for the labor market.

Besides enhancing young people's chances to access paid employment, VSO projects support youth-led micro enterprises and encourage them to start their own businesses and become self-employed. VSO offers business plan training and coaching as well as startup capital. For example, a young woman training to be a tailor could be given a sewing machine to help her start her own business. She will be coached along the way by Randstad employees. In 2022, the projects supported by Randstad volunteers impacted over 10,000 work lives in three countries. More than 800 young people (more than 50% women) were able to find employment with support of the interventions, either by becoming self employed or finding wage employment.

remote volunteering

For employees who are not able to travel to the projects, we have a remote mentoring program. The program supports youths from East Africa during their career development. Randstad employees serve as mentors to support this journey. In 2022, a total of 87 colleagues participated in the program.

randstad with heart volunteering hours

As part of our global Randstad with Heart program, our employees worldwide are allowed to perform eight hours of voluntary activities annually during working hours for a charity of their choice. In this way, all our employees have an opportunity to give back to society and to raise awareness of causes that are close to their hearts.

In 2022, our operating companies continued to offer and develop their own volunteering programs and initiatives.

More information about these local volunteering initiatives can be found on our website.

giving with heart

Our corporate giving initiative, Giving with Heart, refers to social and philanthropic initiatives undertaken by Randstad. This includes supporting charities, foundations and NGOs aligned with our purpose and strategic objectives. Randstad also sponsors various philanthropic initiatives to raise funding for certain causes, with the aim of delivering social and beneficial impact.

€ 3.1 million

spent on corporate philanthropy
(2021: € 2.9 million)

world bicycle relief

Randstad has long had a partnership with World Bicycle Relief (WBR), an organization that grants bicycles to people in rural regions of developing countries. The bicycle is important for people's mobility and can make access to work easier. Randstad has a special connection with the bicycle, as in 1960 our founder Frits Goldschmeding took his very first temp worker to her first job on the back of his bike. To celebrate our partnership with WBR, employees receive a small token bicycle to celebrate our beginnings and to mark our donation to WBR.

donated to world bicycle relief

€ 270,000 – good for 2,021 bicycles

(2021: € 270,000)

Over the next three years, we aim to mobilize an estimated 33,000 people in Hwange, Zimbabwe. Our gift will contribute directly to the economic development of this community.

vso sports week for development

Every year, Randstad organizes a global sports day to engage our employees worldwide. The sports activity is linked to a donation made by Randstad to support one of VSO's livelihood projects. In April 2022, 26 Randstad countries joined our fourth sports event in support of VSO, the #movetotalk challenge. The goal was for colleagues to get together, take on a physical activity (e.g., walking or biking) and engage in a meaningful conversation at the same time.

Almost 1,000 employees worldwide participated and were active for 96,200 minutes, resulting in a donation of € 24,050. The funds were used to support 50 young men and women in Tanzania on their journey into self-employment and to exercise their right to equal economic participation so they can take care of their families and transform their communities.

giving to UNICEF

Randstad has chosen UNICEF as its emergency relief support partner to contribute through employee-led funds raised and matched by Randstad and Randstad emergency donations.

In 2022, the Randstad community was deeply saddened by the accelerating humanitarian crisis in Ukraine and the wider region. Randstad therefore made an immediate donation to UNICEF in March, and afterwards launched a two-week fundraising appeal for all colleagues around the world to support as many affected children and their families as possible.

Our Randstad family really came together, which was very much appreciated by UNICEF. They confirmed that, together, across more than 20 countries, we raised an amazing € 60,000. This amount was matched by Randstad, adding another € 120,000 to the donation of € 250,000 that Randstad had already given, resulting in a total donation of € 370,000.

pro bono consulting with heart

Pro bono consulting focuses on all non-profit skills, time and services offered by employees to charities or non-profit technical support to NGOs and other groups. This service can be performed during working hours and includes support around things such as mentoring, capacity building and strategic direction.

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), which was set up by the Dutch Ministry of Foreign Affairs. The purpose of the Fund is to enhance 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. The focus regions of CFYE are West Africa/Sahel, Horn of Africa, North Africa, and the Middle East. We are also expecting future volunteering opportunities through CFYE.

In 2022, the Challenge Fund launched its fourth call which resulted in the largest expansion so far, from 6 to 11 countries, from 37 to 72 Implementing Partners, from 88,000 to 180,000 planned jobs for youth. We also saw the first job outcomes materializing with currently over 10,000 jobs for youth having been created, matched or improved.

employee-led initiatives

Employee-led initiatives are all kinds of volunteering or fundraising initiatives that are independently initiated by Randstad employees to support a cause that is close to their heart. These initiatives are driven by the employees themselves, and mostly performed in their own time or after alignment with the management with support from Randstad.

policy and industry involvement

By engaging in the sectoral social dialogue and through active participation in industry bodies – on a national, regional, and global level – we aim to contribute to the future development of the HR services industry and help produce clear, fair and workable regulations in the markets in which we operate, with the ultimate goal of providing decent work for all.

An overview of our 'global sustainability and industry memberships and partnerships (see page 289)' is given in the appendix and the overview 'highest randstad positions in industry associations (see page 149)' under ESG reporting shows Randstad's participation in staffing industry institutions in countries where we are active and where such associations exist.

sectoral social dialogue

Randstad actively engages in the national and international dialogue with labor unions. At EU level, UNI-Europa and the World Employment Confederation Europe (in which Randstad is represented) meet regularly in the Sectoral Social Dialogue Committee on Temporary Agency Work to discuss issues of mutual importance and to further professionalize and gain more societal acceptance for the industry. Moderated by the European Commission's Directorate-General for Employment, Social Affairs and Equal Opportunities, the committee met three times in 2022, focusing on topics such as the proposed EU Directive for working conditions for online platform workers, diversity of labor contracts for agency workers as a response to labor market needs and more inclusive labor markets, and the refugee crisis following the Russian invasion in Ukraine, among other topics. Two meetings were organized virtually, and one meeting was organized onsite in Brussels. As a result of these meetings, the social partners adopted the joint recommendations 'Towards more dynamic, inclusive and resilient labor markets in Europe'. In addition, a joint project on capacity building was submitted on behalf of UNI-Europa and the World Employment Confederation. After final approval, the project will be kicked off in 2023.

The EU Sectoral Social Partners for temporary agency work, the World Employment Confederation-Europe and UNI-Europa agreed on the theme of PARTNERS for their Work Programme 2021 – 2023, with a focus on diverse forms of work (especially temporary agency work), skilling, improving collaboration to ensure the enforcement of and compliance with European laws on temporary agency work and health and safety at work, the new normal post COVID-19, and social innovation. The mid-term review of the Work Programme held in 2022 confirmed the appropriateness of the priorities agreed in 2021.

contributing to labor markets

In accordance with our integrated reporting framework (see page 44), we also report on our contribution to employment markets. In this respect, two relevant KPIs are staffing penetration rates and our contribution to the regulation of labor markets (see page 27). The former shows the development of the number of temporary workers as a percentage of the total labor market, while the latter provides insight into the status of regulation in the main markets in which Randstad operates, as well as the expected trends. A third relevant KPI is our involvement in national and international employment institutions.

memberships

Randstad has long been an advocate of enabling a flexible workforce while adequately protecting workers' rights in terms of remuneration, social security, and opportunities for growth and development. Many countries still maintain unjustified restrictions on flexible work arrangements. As a result, these forms often lack appropriate and fair regulation, which may also lead to an unnecessarily large informal labor market. In order to help shape the world of work, we invest in the membership of several influential employers' organizations.

WEC

Through our membership in the World Employment Confederation (WEC) and its European arm, we strive for recognition of the economic and social role played by the employment industry in enabling work, job security and prosperity in our societies, and in acting as facilitators of change. Randstad is represented in both the Board and Executive Committees on a global and European level. Since March 2021, Randstad's CEO Groupe Belgium & Luxembourg and Randstad Nordics has held the Presidency of WEC's European arm.

BusinessEurope

BusinessEurope is the leading advocate for growth and competitiveness at a European level, standing up for companies across Europe and campaigning on the issues that most affect their performance. Through our BusinessEurope membership, Randstad contributes to the world of work on a European level.

IOE

Through our membership in the International Organization of Employers (IOE), our contributions and perspectives are reflected in matters of international standards, business and human rights, sustainability, occupational health and safety, and international industry relations.

For an overview of membership costs, please see social performance (see page 146).

A full overview of our sustainability and industry memberships is presented in the appendix (see page 289).

thought leadership

As the global leader in HR services, we see it as our responsibility to take an active role in developing our industry. Our international reports on the world of work continue their rapid rise in relevance, visibility and popularity. In addition, many research projects and events take place on a local level, supporting us and our clients in making sound business decisions.

As we continue our journey building our brand and reputation by positioning Randstad as the thought leader in the world of work and increasing our share of voice among core competitors, we proactively interact with strategic stakeholders, such as governments, experts, educational institutions and civil society. We are also actively involved with influential organizations such as the International Labour Organization, the World Employment Confederation, the Organisation for Economic Co-operation and Development, the World Economic Forum, the International Organization of Employers, and BusinessEurope.

understanding the needs of the global workforce

To enhance our labor market knowledge and expertise, Randstad carries out regular research and surveys, both independently and in collaboration with academic partners and other institutes. In addition, we give presentations around the world, and our multiple publications are well received by our stakeholders and the industry in general. In this way, we aim to contribute to shaping solutions that create value for people, companies and the global economy.

randstad workmonitor

The Randstad Workmonitor is our flagship thought leadership report, set up as the voice of talent, measuring the gap between the reality and the wishes of the global workforce and tracking how this changes over time. Launched in 2003, it is one of the longest-running and largest studies of its kind, surveying 35,000 workers across 34 markets in Europe, Asia Pacific and the Americas every year. The survey is conducted online among workers aged 18 to 67, with a minimum sample size of 500 interviews per market. In 2022, the survey and questionnaire was significantly improved to better capture the zeitgeist of the post-pandemic jobs market.

randstad quarterly workmonitor pulse survey

In November 2022, we launched our first quarterly workmonitor pulse survey, which sought to understand workers' expectations with regard to cost of living and wage inflation in the current changing macroeconomic landscape. The survey provided advice for businesses and managers on how to approach conversations about financial support and remuneration with their employees. The survey was conducted online with 7,000 workers in five key markets. These quarterly, fast-turnaround pulse surveys provide timely insights into talent's expectations from employers in relation to current issues impacting the workplace.

randstad sourceright's talent trends

Now in its seventh year, Randstad Sourceright's Talent Trends research has provided insights that human capital leaders need to drive business agility and results with their talent strategies. The 2022 Talent Trends surveyed more than 900 C-suite and human capital leaders across 18 countries. The research is designed to help our clients and the broader business community understand the latest HR and talent acquisition trends.

digital skills: opportunity for all

In 2022, Randstad partnered with the Organisation for Economic Co-operation and Development (OECD) on a new report using Big Data to identify the occupations and skills most in demand in today's workplace. The report, Digital Skills: Opportunity for All, provides new insights for employers looking to embrace the digital transformation and shows how to identify effective reskilling pathways to help people transition into the careers of tomorrow. It is based on an analysis of 417 million online job postings over a period of 10 years in 10 key markets.

local industry insights

Through our operating companies around the world, Randstad also conducts a variety of labor market research initiatives that enable organizations and talent to enhance their professional endeavors. This work yields a valuable source of information for stakeholders in a particular locale. To this end, Randstad Spain, Italy and Belgium have set up their own Research Institute. Publications issued include the World of Work research (Asia Pacific), the Workpocket (the Netherlands, Belgium and other markets), various salary surveys tailored to specific target groups (e.g., the professionals segment), white papers and online polls.

value adding partnerships

WEF

The World Economic Forum (WEF) is the International Organization for Public-Private Cooperation. Randstad joined the WEF in 2021 as a Platform Partner with a focus on the New Economy and Society Platform. This allows us to learn from, engage in, and influence the most pressing conversations in society, including the world of work. In 2022, we elevated our membership to Associate Partner, which enabled us to deepen our engagement and focus on diversity and skilling efforts. We became a founding partner of the Global Parity Alliance, a cross-industry group focused on accelerating efforts on EDI&B in the workplace. We also joined the Reskilling Revolution Champions, aimed at providing 1 billion people with better education, skills and economic opportunities by 2030.

G20-B20

The Business 20 (B20) is the official Government 20 (G20) dialogue with the global business community. Its mission is to support the G20 through consolidated representation of interests, expertise and concrete policy proposals, combined with promoting dialogue among policymakers, civil society and business at an international level. Randstad has been part of the B20 process since the summit in Cannes in 2011. In 2022, Randstad played an influential role in the B20 deliberations held in Indonesia regarding employment and education issues, with a focus on building confidence, dynamism, and resilience in future labor markets. The B20 made statements regarding the need to promote and enable diverse forms of work, supporting post-pandemic recovery and growth by aligning labor market regulations with the realities of post-pandemic ways of working.

environmental protection

Because Randstad is a people business, our impact on the environment is much less than that of other sectors. Almost all of our business is conducted in local markets, and we have many locations close to both clients and talent, greatly reducing travel and CO_2 emissions. Despite this inherently minimal impact, we believe that we can still make a meaningful impact by minimizing the carbon footprint of our operations.

Our commitment to environmental protection is reflected in our global environmental policy and our integrated reporting framework, validated through materiality analysis, as well as in our programs and practices for conducting operations in an environmentally, as well as economically, responsible manner. The policy can be found on our website.

net zero ambition

In 2021, Randstad pledged support to the UN's Net Zero initiative, which aims to reduce global emissions by 45% by 2030 and deliver a healthier, fairer environment for all. In line with our commitment, we revised our greenhouse gas (GHG) reduction targets. We designed an action plan with the aim of reducing emissions by over 50% across scope 1 & 2 and over 30% in scope 3 by 2030, compared to 2019. Our ambition is to work towards Net Zero by 2050.

our road to net zero

In 2022, we submitted our proposal for our future pathways for reducing emissions to the science-based targets initiative (SBTi). In its validation process, SBTi will assess whether our GHG reduction targets meet the set criteria.

To ensure the implementation of our environmental policy and the achievement of our ambitious net zero goals, we have implemented a new governance structure. The net zero journey is led by our net zero business program lead and global head of sustainability, who are responsible for connecting the overall sustainability strategy with our net zero commitment, and for steering the net zero program as a business in order to achieve the targets. They report to our global steering committee, with our CFO as executive sponsor.

We have identified six key focus areas that will drive our road to net zero. For each focus area, a global working group is led by a business lead who is an expert from our organization. Their responsibility is to achieve the yearly reduction target related to their area. They work closely together with the country representatives of our five highest carbon emitting operating companies, who make sure that the climate strategy of their operating company is in line with the global program.

Our accounting business lead is responsible for Randstad's SBTi validation and yearly net zero reporting in line with our SBTi and GHG targets, and our control and strategy business lead is responsible for investment requirements and financial consequences of the reduction targets.

focus areas on our road to net zero



focus areas

sustainable mobility

Randstad is transitioning to electric and more efficient vehicles where this is possible. By the end of 2022, we met the target set in 2017 on emissions related to business travel by car and we decreased the weighted average CO_2e emission per km driven by 10%, for example by using cars running on sustainable sources. Several operating companies have already switched to hybrid or fuel-efficient cars, or cars with capped CO_2e emissions. The number of sustainable company cars as part of our total fleet currently accounts for approximately 11.8% of all cars (2021: 3.5%).

In the Netherlands, where a mandatory electric vehicle policy is already in place, 18% of our fleet has already been converted, and we have orders placed to bring us to 38%. A voluntary policy is now in place in the UK, Belgium, and at Ausy, and Randstad France and Germany are currently working on electrifying their fleet. In addition, various operating companies run bike schemes and commuting projects.

energy efficiency in buildings

In our offices, we will transition to more energy-efficient office spaces and improve our day-to-day practices to attain more energy-efficient behaviors. Currently, we are working on a methodology to measure CO_2e output of non-metered buildings, a sustainable buildings checklist, building efficiency automation systems, and dedicated meters for leased spaces.

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 carried out on a global level. Together with our infrastructure partners, we manage the main contributors to reducing carbon emissions on a daily basis: 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.

The Randstad corporate head office is the only major building we actually own; almost all other buildings worldwide are rented. Our head office uses 100% certified green electricity, and the Randstad Belgium head office is certified for BREEAM (Building Research Establishment Environmental Assessment Method).

Increasing our employees' awareness of simple ways to reduce the use of energy in our offices is the least we can do. At the same time, its impact is difficult to measure, given the fact that our offices are often leased all-in and we share buildings with other tenants. We continue to try to convince our landlords to provide us with specifications of energy use, separate from lease costs, or to install smart meters. Our European operating companies have taken the necessary steps to comply with the European Commission's Energy Efficiency Directive and will increasingly have better insight into their energy consumption and possible improvements.

100% renewable energy

We aim for a transition to 100% renewable energy suppliers where possible, and secure guarantees of origin for the rest of our electricity usage. We are supporting operating companies to transition to 100% renewable energy, including investments in solar.

96%

of our electricity came from sustainable sources (2021: 40%)

sustainable business travel

When traveling, we will focus on more energy-efficient options, such as encouraging travel by rail rather than by air when possible. In France and Germany, where the infrastructure supports these options, we have already achieved good progress. In addition, we opt for more energy-efficient airlines wherever this is possible. We have increased visibility of CO_2e emissions and created a decision tree on whether to travel or not. International flights require CFO approval.

Before the pandemic, we had already been limiting our business travel impact on the environment by increasing the use of hybrid and virtual meetings, which led to a significant decrease in the number of business flights. The pandemic accelerated this change, which led to a significant decrease in distance traveled. Due to more remote meeting options, we expect reduced travel to continue.

supplier engagement

We will engage with our suppliers and encourage them to commit to science-based targets. Currently, suppliers who account for approximately 25% of our downstream emissions have committed to these targets. More details about our Supplier Code can be found under 'sustainable supply chain management (see page 81)'.

employee engagement with net zero

The engagement and communication team ensures internal awareness of our environmental policy, environmental impacts and our net zero commitment. Among other things, they have built a worldwide net zero ambassador network that empowers our employees to engage other colleagues and contribute to net zero and green initiatives locally.

A great example is Randstad Germany, where 21 ambassadors (Net Zero Heroes) are working on multiple green projects. For example, on their Heldenküche (Hero's Kitchen) intranet platform, they regularly share tips with colleagues on how to save CO_2 through small changes in

everyday life. And with their 'mail detox' program, they raise awareness on the CO_2e footprint of the internet, and how you can reduce your own digital CO_2e by deleting emails.

For more details, see environmental performance in the ESG reporting section (see page 143).

sustainable supply chain management

Our suppliers make an important contribution to the quality of our services. We therefore ask them to embrace our standards and to comply with our supplier code, which was revised in 2021. This code, which is published on our website, is an integral part of our local and international terms and conditions. It aims to ensure that the procurement of goods and services takes place in a socially responsible manner and in conformity with our business principles.

In our supplier code, we explicitly request that our suppliers respect our regulatory, social, and ecological principles, and adopt practices consistent with those principles. We strive to have our key suppliers comply with our supplier code, and we also aim to ensure that their own suppliers and subcontractors respect the principles set out in the code. Specifically, this means that they comply with human rights standards, the ILO principles regarding labor, anti-bribery and corruption legislation, and international treaties, and that they provide safe working conditions in accordance with our health & safety policy.

For a detailed overview of our supplier costs, see governance performance in the ESG reporting section (see page 151).

world-class procurement function

On a global scale, indirect spend (goods & services consumed by Randstad) amounts to over € 1.2 billion. In 2021, we appointed a Chief Procurement Officer (CPO), with the ambition of building a world-class procurement function. The function focuses on making a positive, organization-wide impact through innovation, supply risk management, and environmental responsibility, as well as ensuring cost efficiency and contributing to growth. This can only be achieved with a resilient, ethical and equitable supply chain. The CPO reports directly to the CFO and

31%

of procurement expenditure was covered by our supplier code (2021: 29%)

drives the Executive Board's agenda related to supplier engagement. In line with our commitment to the SBTi's net-zero standard, our ambition is to engage with our suppliers on reducing emissions as well.

tax transparency and compliance

our tax policy

Randstad's approach to tax is based on the tax strategy and tax principles as approved by the Executive Board. Our tax principles elaborate on our position with regard to tax risk management, the tax control framework, tax contribution, tax compliance and tax planning. Randstad demonstrates ethical tax behavior by aiming to be fully tax compliant and consequently to be paying the proper amounts of taxes in the countries where value is created.

In 2022, Randstad committed to the 'Dutch Tax Governance Code', which aims to create more tax transparency. The principles laid down in the Code are considered to be an integral part of Randstad's tax principles; they apply to all group entities and in all relations between Randstad and its stakeholders

Whereas the Executive Board as a whole is accountable, the Chief Financial Officer (member of the Executive Board) is specifically responsible for tax matters. The CFO has frequent functional meetings with the Managing Director of Global Tax, and regularly engages directly with professionals in the Global Tax Department.

The company's financial tax positions are discussed each time as part of the financial performance of the company at Executive Board and Supervisory Board level, and at least once a year, the Managing Director Global Tax reports separately to the Audit Committee on tax risks and adherence to the tax strategy and principles.

Randstad sees taxes not only as a cost factor, but also as its contribution to society as a whole. Through our tax

management worldwide, we aim to be fully compliant with any tax rules and regulations that may apply in the jurisdictions in which we operate. Correct tax compliance is the basis for our contributions.

As Randstad's positions relating to tax are based on a reasonable interpretation of applicable tax rules and regulations and are aligned with our principle of 'tax follows the business', all of our tax filings are based on timely and accurate disclosures. As a consequence, Randstad does not undertake transactions or engage in arrangements with the sole purpose of creating a tax benefit in excess of a reasonable interpretation of relevant tax rules. Randstad will only claim tax incentives and subsidies in line with the policy intent of such incentives and subsidies, and only if they are generally available.

We highly value the interests of our stakeholders and seek to align our tax strategy with these interests. Our tax strategy is therefore fully in line with our organizational values and business strategy, and through our constant interactions with the business and business leaders, we monitor such alignment. Randstad is in a constant dialogue with its stakeholders, including talent, clients, vendors, governments and investors, through which interactions we collect any tax-related concerns and views of these stakeholders. With transparency being one of Randstad's core business principles, we communicate openly about our tax strategy and policy to our stakeholders.

Our fiscal footprint mainly comprises payroll taxes, social security premiums, value added taxes and profit taxes. On balance, our long-term underlying effective tax rate is between 25% and 30%. This is approximately 5% higher than the statutory tax rate in Randstad's base country, the Netherlands. Given our global spread and the complex global competitive environment in which we operate, Randstad considers this to be a balanced and proper average tax rate.

our tax strategy

Any action related to planning our tax position is embedded in our sustainability and overall strategy and, as such, is never an isolated matter. Tax is therefore a core part of our sustainability approach as overseen by the Executive Board. As a consequence, our business structures are driven by commercial considerations, are aligned with business activities, and have genuine substance.

Business profits are generated where Randstad has legal and economic ownership of assets and where the relevant people manage such assets. We ensure that an appropriate portion of taxable income is reported in those Randstad entities where value is created within the normal course of business, commensurate with the functions performed, the assets deployed, and the risks assumed.

All our intercompany transfer pricing worldwide is conducted on the same basis as between unrelated parties. This follows the international standard of the 'arm's length principle' as laid down in the OECD guidelines. Randstad will not make use of 'tax havens' or 'non-cooperative jurisdictions' (in the sense of secrecy jurisdictions with none or very low taxation) other than for commercial purposes (i.e., never for tax avoidance purposes). In the regular risk appetite discussions with both the Executive Board and the Audit Committee, global tax risk exposure and mitigating actions are also discussed, in conjunction with the reported compliance risks as included in the risk & opportunity management (see page 116) section. Our tax strategy, which is described in Randstad's global tax principles, has been discussed and approved by the Executive Board and reviewed by the Audit Committee of Randstad N.V.

dialogue with tax authorities

Transparency and trust are embedded in our business principles and corporate culture, and therefore play an important part in the way we engage with tax authorities around the world. We strive for strong relationships with governments. As part of that commitment, Randstad actively seeks to engage in dialogue and cooperative relationships with tax authorities. For example, Randstad participates in the 'individual monitoring program' of the Dutch tax authorities.

Prerequisites for such agreements are mutual trust and transparency. They also require an effective tax control framework. Randstad and a tax authority may enter into consultation with each other on tax-related issues and subsequently conclude tax agreements or 'tax rulings'. This may also take the form of 'Advance Pricing Agreements' with one or multiple competent fiscal authorities.

Given that any such agreement or tax ruling is based on full disclosure of all relevant facts and circumstances, they create advance certainty for Randstad, while at the same time creating tax transparency toward the relevant tax authorities.

In line with its tax principles, Randstad seeks and supports tax advocacy in the public domain and engages constructively in dialogues with governments, business groups, and other stakeholders, focused on a uniform and fair enforcement of tax law, elimination of potential cases of double taxation, and minimizing the tax compliance burden.

our tax contribution

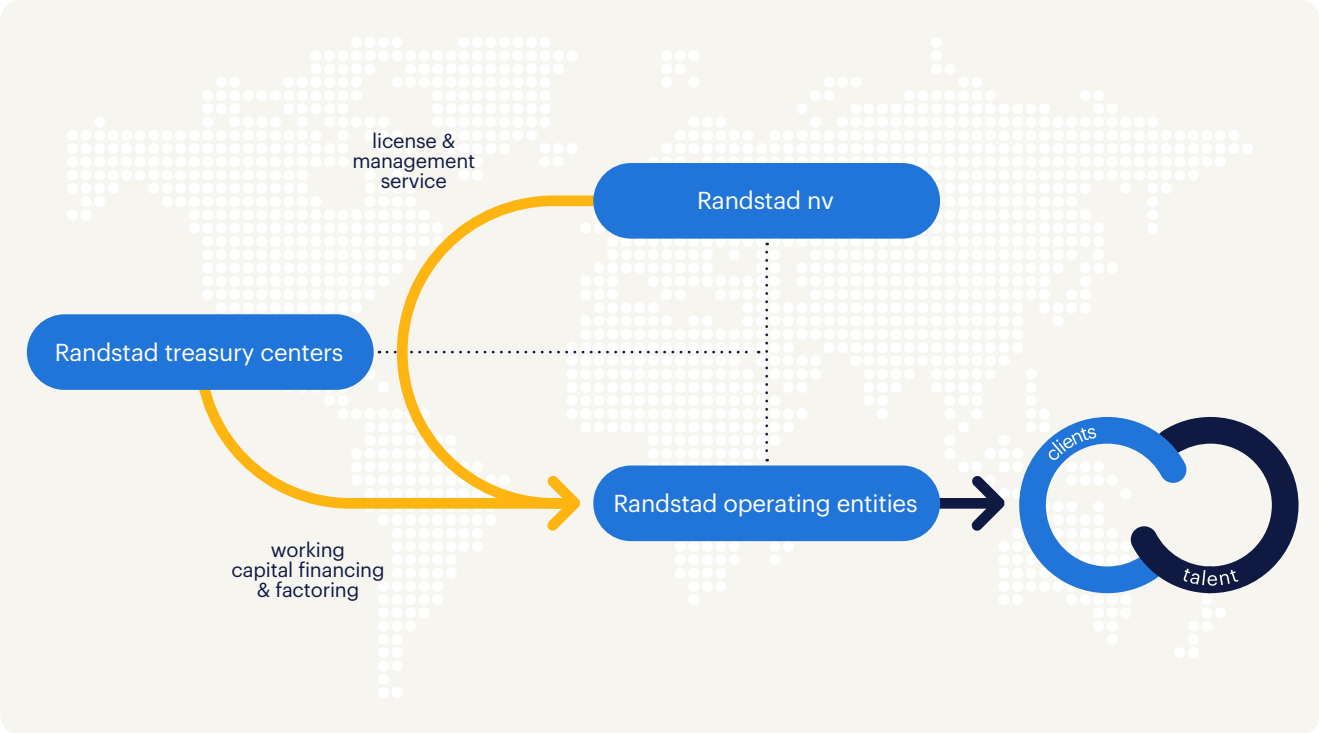
Throughout the world, Randstad companies pay various taxes levied by tax authorities. The main categories of taxes are corporate income tax, value-added tax (VAT), and wage tax and social security premiums. For a detailed overview of the taxes paid in our main reporting geographies, see governance performance in the ESG reporting section (see page 151).

country-by-country tax reporting

The Group operates in various tax jurisdictions around the world. Details in line with GRI 207-4, issued by the Global Sustainability Standards Board (GSSB), are disclosed in a country-by-country report (see page 153) under ESG reporting, where we provide an overview of our total tax contribution per tax jurisdiction.

In the financial year 2022, Randstad N.V., together with its legal entities around the world, paid € 261 million in corporate taxes to governments. In addition, Randstad collects substantial tax amounts, such as payroll taxes, social security premiums, Pay As You Earn (PAYE) income tax, employees' national insurance contributions, sales and consumption taxes, and VAT. In 2022, Randstad's contribution related to such taxes amounted to € 10,820 million. Our cumulative total tax contribution to society therefore amounted to close to € 11 billion. In line with the Global Reporting Initiative, Randstad is following recommendation GRI 207-4 (2.3.2 and 2.3.3). Our public country-by-country reporting refers to taxes collected from customers on behalf of a tax authority, taxes withheld and paid on behalf of employees, and (employers') taxes and social security premiums levied on wages and salaries. This reflects our total tax contribution and therefore our worldwide fiscal footprint.

our tax and treasury value chain



worldwide activities, value chain and legal entities

In the tables as included in the appendix (see page 304), we provide an overview of our activities in each jurisdiction in which we operate. Our working capital requirements of our local operations fluctuate considerably. Consequently, in order to make use of financing in an efficient and effective way, solid working capital management, insurance and financing is a key priority. Randstad manages this through treasury centers of expertise in various jurisdictions and time zones. These centers of expertise are based in countries that, among other things, provide for a stable legal environment, access to financial institutions, and the availability of well-educated and well-trained treasury professionals.

In Singapore, the treasury center operates under the country's finance and treasury center legislation, whereby qualifying income derived from approved network companies is taxed at a reduced concessionary rate. In Switzerland, the treasury center makes use of an internationally common Notional Interest Deduction for treasury companies, leading to a reduced effective tax rate. It is expected that the introduction of a worldwide minimum tax of 15% will overrule these incentives effective from 2024.

In some jurisdictions, Randstad has holding entities that manage legal entities/subsidiaries in various locations. The main source of income of these holding entities are dividends paid by these subsidiaries. Those dividend distributions are paid out of after-tax profits, i.e., from profits that have been subject to tax in the country in which the payor operates. These holding entities are based in jurisdictions that provide for a stable legal environment and accommodate the efficient and effective flow of funds.

Randstad N.V. is the legal and economic owner of the Randstad name and logo. In addition, Randstad N.V. adds substantial value to its local operations through various functions that are controlled and performed at the central level. For the use of the Randstad name and logo in combination with the value added by some functions such as marketing, IT and the Business Concept Development department, all Randstad entities worldwide consistently pay an annual license fee. For various other functions performed and controlled at central level, a fee is paid on the basis of a cost plus approach. All charges are based on the international tax standard of the arm's length principle and are consistently applied worldwide.

As part of being proactive and transparent, and with a view to mitigating controversy risks, Randstad regularly enters into Bilateral Advance Pricing Agreements (BAPAs) and Unilateral Advance Pricing Agreements (UAPAs) with competent tax authorities in the various jurisdictions in which Randstad operates. Most of these processes are concluded satisfactorily, with the competent authorities involved agreeing on the tax principles and the arm's length character of the intercompany price that is applied. As a consequence, no dispute will arise on the intercompany charge, effectively eliminating the chances of double taxation for Randstad.

With respect to the license and management services system applied worldwide, Randstad has successfully concluded (or is about to conclude) BAPAs and APAs with the fiscal authorities in various jurisdictions. It is not unlikely that in other jurisdictions the tax authorities are not willing to accept the tax deductibility of the arm's length intercompany charges, such as the license fee charge. In order to solve such cases of potential double taxation, Randstad has a policy to initiate Mutual Agreement Procedures (MAPs) between the countries involved. Randstad is confident that those procedures will resolve any dispute, and as a result Randstad does not expect situations of material double taxation.

Randstad has, for example, initiated an MAP between the competent authorities of Belgium and Switzerland to resolve an issue of potential double taxation on the intercompany interest that is charged to various Belgian operating entities.



realizing your true potential.

"My tip for hiring and onboarding people with disabilities is: hire us! Don't look at the disability, look at the skills and what that person can bring to your organization."

Watch the story of Stephanie

our value for investors.

creating long-term economic value

Our strategy and ambitions ensure sustainable long-term economic value creation for our investors.

value created in 2022

8.0%
organic revenue growth
(19.5% in 2021)

€ 1,294
underlying EBITA
in millions
(€ 1,095 in 2021)

€ 739
free cash flow in millions
(€ 590 in 2021)

~ € 921
million proposed
total capital return
over FY 2022

4 QUALITY EDUCATION | 5 GENDER EQUALITY | 8 DECENT WORK AND ECONOMIC GROWTH | 10 REDUCED INEQUALITIES | 13 CLIMATE ACTION

investor relations

- Investor relations policy & stakeholder dialogue
- Capital structure
- Debt and equity
- Voting rights on shares
- Listing and indices
- Free float
- Liquidity
- Capital return to shareholders
- Share performance and analyst recommendations

related risks and opportunities[5]

- Credit risk (see page 126)
- Changing macroeconomic and regulatory environment (see page 124)
- Local market volatility&unpredictability (see page 125)

KPIs[5]

- EBITA
- Incremental conversion ratio
- Recovery ratio
- Free cash flow

measurable targets[5]

- EBITA margin of 5% to 6% over time
- Incremental conversion ratio towards 50%
- Recovery ratio ≥ 50%
- Dividend payout ratio of 40% to 50% of adjusted net income
- Increase of market share
- Optimization of economic value added (EVA)

[5] Please see our full integrated reporting framework (see page 44). All topics are described in more detail in this integrated report. Also see the sections on 'our value for talent', 'our value for clients', 'our value for employees' and 'our value for society'.

investor relations

Our financial objectives and capital allocation policy (see page 36) enable us to create sustainable long-term value for all our stakeholders. Simultaneously promoting the interests of all stakeholders is deeply embedded in our values, and we aim to safeguard this while also delivering attractive returns to our shareholders.

Randstad Investor Relations' main goal is to safeguard our 'financial brand'. Whereas clients and talent recognize the Randstad brand for its reliability and service quality, investors and analysts should recognize our brand for its open and transparent communication. Our aim is to be best in class in terms of disclosure and to provide insight into the strategic direction of the business. These efforts should enable an accurate valuation of the Randstad share over time.

investor relations policy

We maintain an active, open and transparent dialogue with existing and potential shareholders, as well as with analysts and banks. We organize roadshows, attend investor conferences, and accommodate meeting requests wherever feasible, as well as adhering to all legal obligations relating to confidentiality.

We are committed to providing high-quality and timely information to all stakeholders, while at the same time ensuring that the entire market has access to such information (including price-sensitive data). Our policy is that, whenever possible, we make a member of the Executive Board and/or a representative of the Investor Relations department available to meet with investors.

Bilateral meetings and conference calls with analysts and actual or potential shareholders will not be held during 'closed periods', which normally run from the end of a quarter until publication date. Our policy of holding bilateral meetings with shareholders is set out in the corporate governance section on our website.

dialogue with investors, analysts and other stakeholders

We maintain an active dialogue with investors, analysts and other stakeholders. Each quarter, Randstad organizes a conference call to discuss the latest results. These events are broadcast online. In addition, we hold events to inform the markets on our business.

In 2022, we spent in total around 33 days on investor communications, through a combination of physical and virtual means. The combination of such events strengthened our global reach and enabled us to connect with investors across the globe. We met with investors from Australia, Austria, Belgium, Canada, France, Germany, Hong Kong, India, Ireland, Italy, Luxembourg, the Netherlands, Singapore, Spain, Sweden, Switzerland, the UK and the US.

On March 29, 2022, we held our Annual General Meeting (AGM) of Shareholders. More information on the AGM, including key decisions and attendance, can be found in the report of the supervisory board (see page 172).

capital structure

Invested capital amounted to € 5.8 billion, and we achieved a return on invested capital of 17.9%, up from 16.8% last year. More information on and an analysis of invested capital can be found in the section 'financial review (see page 94)'.

invested capital

in millions of €, unless otherwise indicated

	2022	2021
Net debt, excluding lease liabilities	272	(179)
Lease liabilities	598	594
Net debt (including lease liabilities)	870	415
Total equity	4,915	4,902
Total invested capital	5,785	5,317
Return on invested capital[1]	17.9%	16.8%

1 Underlying EBITA (last 12 months) less income tax paid (last 12 months) as percentage of invested capital.

debt

Our financing policy aims to secure financing that matches the mid- to long-term financing requirements of the Group. Our leverage ratio (net debt/12-month EBITDA) increased to 0.6, compared to 0.3 in 2021. Our net debt position is supported by a solid free cash flow of € 739 million.

We maintained our policy of using floating interest rates. We believe this adds value for shareholders in the long term, as over time, floating interest rates are on average significantly lower than fixed interest rates. In addition, our policy of using floating interest rates provides a natural

hedge against the development of operational results, which has historically paid off over time.

debt

in millions of €, unless otherwise indicated

	2022	2021
Total debt facility	2,430	2,500
Net debt, excluding lease liabilities	272	(179)
Leverage ratio (pre-IFRS16 'Leases')	0.2	(0.1)

As at December 31, 2022, the Group had a € 1,750 million (2021: € 1,850 million) committed multi-currency syndicated revolving credit facility at its disposal, which matures in May 2027 (2021: July 2024). The term may potentially be extended to a maximum of seven years (i.e., maturing in May 2029) through the exercise of two extension options, which are at the banks' discretion. The facility agreement, which is a refinancing of the previous facility (€ 1,850 million), contains the same covenant with respect to the net debt to EBITDA ratio (leverage ratio), as well as a paragraph on material adverse changes. The net debt to EBITDA ratio has a limit of 3.5x and is calculated based on the results of the Group on a 12-month basis. In certain cases, Randstad is allowed to report a leverage ratio of 4.25x EBITDA for a limited period of time. This credit facility has an interest rate that is based each time on the term of the drawings, increased by a margin above the applicable Euribor or LIBOR rate. The margin is variable and depends on the 'net debt to EBITDA' ratio.

The facility agreement stipulates that the calculation of this ratio is based on the accounting policies as included in the annual report 2011, being the initial starting date of the current facility.

In 2022, the Group had two committed bilateral revolving credit facilities of € 200 million each (2021: € 200 million), with a three-year tenor, maturing in December 2024, and a committed bilateral term loan of USD 300 million (2021: USD 300 million), with a three-year tenor, maturing in December 2024. The revolving credit facilities have an interest rate that is each time based on the term of the drawing, increased with a fixed margin above the applicable Euribor rate. Covenants are fully aligned with the committed multi-currency syndicated revolving credit facility. The term loan has an interest rate that is each time based on the term of the drawing, increased by a margin above the applicable Libor rate. The margin is variable and depends on the 'net debt to EBITDA' ratio. Covenants are fully aligned with the committed multi-currency syndicated revolving credit.

Leverage ratio excluding IFRS 16 'Leases' ended at 0.2, compared to −0.1 in 2021.

total equity

In 2022, the number of issued and outstanding ordinary shares was unchanged at 184 million (2021: 184 million). On October 26, 2022, Randstad initiated a share purchase program to offset the dilutive effect of our annual performance share plans for senior managers. A total number of 200,000 shares were repurchased under this program. As at December 31, 2022, the Group held 1,294,504 treasury shares (December 31, 2021: 907,723).

total equity

	numbers year-end (in millions)		nominal value per share
	2022	2021	
Ordinary shares	184.0	184.0	€ 0.10
Preference shares B	25.2	25.2	€ 0.10
Preference shares C	50.1	50.1	€ 0.10
Total number of shares	259.3	259.3	€ 0.10

On December 31, 2022, there were 50.1 million preference shares C in issue. The dividend yield on these shares, which is set for a 7-year period as from November 2019, is 3.5%. For preference shares B, there were 25.2 million shares in issue. The dividend yield for these shares is also set for a 7-year period and is 2.0%. We consider preference shares to be an attractive part of equity. It provides fully committed long-term capital at relatively low cost.

voting rights on shares

The ordinary shares have equal voting rights (one share, one vote). The voting rights on the preference shares B and C are aligned with the historical capital contribution, which also implies equal voting rights. There are 3.6 million voting rights on preference shares B, and 5.6 million voting rights on preference shares C.

listing and indices

Randstad N.V. is publicly listed on Euronext Amsterdam (ticker symbol RAND.AS), where Randstad shares and options can be traded. Randstad shares are also included in a number of other indices, such as DJSI World, MSCI ESG, FTSE4Good, AEX ESG, Dutch Transparency Benchmark, VBDO's tax transparency benchmark, the Carbon Disclosure Project, Ecovadis, Sustainalytics, ISS-ESG, Moody's ESG and Sedex. Inclusion in major indices is important, because it improves visibility and liquidity.

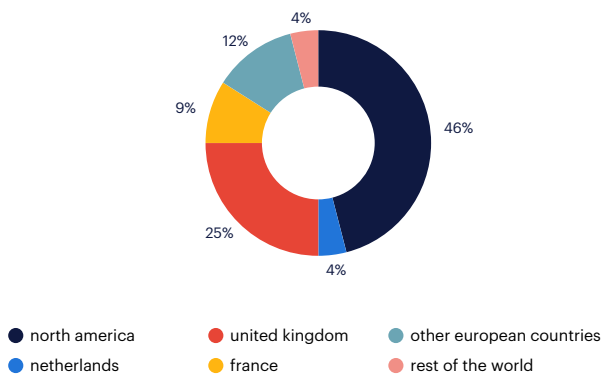
indicative free float

Randstad's free float amounts to approximately 60%, based on, among other things, holdings of F.J.D. Goldschmeding and Stichting Administratiekantoor Randstad Optiefonds, which jointly own 40% of Randstad's ordinary shares. The majority of the free float of ordinary shares is held outside the Netherlands. We actively pursue an international spread, reflected by 71% of shares held by Anglo-Saxon investors (2021: 64%). We estimate that approximately 86% of our free float are held by institutional investors, while retail investors hold around 8%. 55% of shares held by institutional investors is represented by value focused funds, whilst index investors hold around 22%, and growth focused investors hold around 15%. The remainder is held by alternative and yield investors.

From a sustainability ownership point of view, we estimate that around 82% of total shares held by institutional investors relates to UN Principles for Responsible Investment (PRI) signatory funds.

indicative geographic spread of ordinary shares (free float)

2022



major shareholders

Shareholders are obliged to give notice of interests exceeding certain thresholds to the Netherlands Authority for the Financial Markets (AFM). Almost all the holdings listed here are a combination of (depositary receipts of) ordinary shares and (depositary receipts of) preference shares.

major shareholders[1]

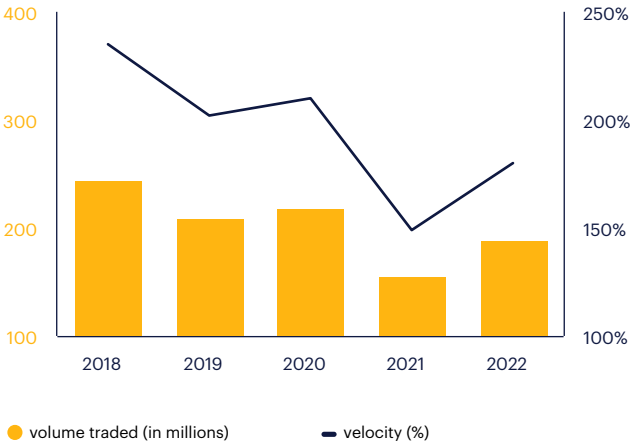
	nominal stake		voting rights	
	2022	2021	2022	2021
F.J.D. Goldschmeding	33%	33%	33%	33%
Stichting Administratiekantoor Preferente Aandelen Randstad Holding[2]	30%	30%	11%	11%
NN Group[2]	12%	12%	3%	3%
Richmond[2]	6%	6%	1%	1%
ASR[2]	5%	5%	1%	1%
Stichting Randstad Optiefonds	4%	4%	5%	5%
Stichting Administratiekantoor Randstad Optiefonds	3%	3%	3%	3%
Silchester International Investors LLP	5%	3%	6%	4%

1 As last reported to the Dutch Authority for the Financial Markets.
2 Mainly based on preference shares (Stichting Administratiekantoor Preferente Aandelen Randstad Holding) or depositary receipts of such shares (NN Group, ASR, Richmond), which explains the difference in nominal stake and voting rights.

liquidity

The number of shares traded amounted to 119 million in 2022 on various trading platforms. Velocity (measured as the total number of shares traded divided by the average number of shares outstanding) was higher compared to 2021.

share volume traded and velocity



capital return to shareholders

Our dividend policy is explained in the section financial objectives and capital allocation policy (see page 36). We believe the strength in our balance sheet and cash generative business model has created space for additional capital returns to our shareholders. We have carefully reviewed the options in order to achieve the right balance within the existing capital allocation framework and provide an attractive return for all shareholders, while also allowing for flexibility in the current macro environment.

Based on our strong balance sheet at the year-end of 2022 with a net debt position of € 272 million (excluding lease liabilities), we are pleased to announce, subject to shareholder approval, a return of around € 921 million of capital to our shareholders. This consists of a total regular dividend of around € 521 million and a share buyback program of around € 400 million.

We propose to pay a regular dividend per ordinary share of € 2.85. This equates to 50% of basic underlying adjusted net profit and is in line with our current policy of 40-50% payout ratio.

Randstad also aims to return additional capital to its shareholders and intends to buy back around € 400 million worth of ordinary shares over a period of 17 months, starting end of April 2023 until September 2024. Further details of the proposed share repurchase program will be announced in due course.

The ex-dividend date for the regular dividend will be March 30, 2023. The number of shares entitled to the regular dividend will be determined on March 31, 2023 (record date). The payment of the regular cash dividend will take place on April 4, 2023.

The proposed dividend payment on the preference B and C shares amounts to € 8.2 million in total, and the payment will also take place on April 4, 2023.

per share data

	2022	2021	2020	2019	2018[1]
Regular dividend per ordinary share (€)	2.85	2.19	1.62	-	2.27
Payout regular dividend per ordinary share (%)	50%	50%	64%	-	50%
Dividend yield regular DPS (%)	5.0%	3.6%	3.0%	-	5.7%
Special dividend per ordinary share (€)[2]	-	2.81	1.62	-	1.11
Total dividend per ordinary share (€)[2]	2.85	5.00	3.24	-	3.38
Payout total dividend per ordinary share (%)	50%	114%	126%	-	74%
Dividend yield total DPS (%)	5.0%	8.3%	6.1%	-	8.4%
Basic EPS, underlying (€)[3]	5.69	4.39	2.57	4.18	4.55
Diluted EPS (€)[3]	5.67	4.35	2.55	4.17	4.54
EBITA, underlying (€)[4]	7.08	5.96	3.78	5.95	6.17
Free cash flow (€)	4.04	3.21	6.18	4.99	3.42
Total equity (€)	26.89	26.67	25.49	24.40	24.26

1 2018 is restated for comparison purposes after implementation of IFRS 16 in 2019.
2 In line with our existing capital allocation policy, next to regular dividend, randstad proposed a share buy back programme of ~€ 400 million over FY 2022.
3 Before amortization and impairment of acquisition-related intangible assets and goodwill, integration costs and one-offs.
4 Underlying.

share performance

share price development

The share price ended the year 2022 at € 56.96, below the closing price of € 60.04 in 2021. The total shareholder return (TSR) for 2022 was 5%.

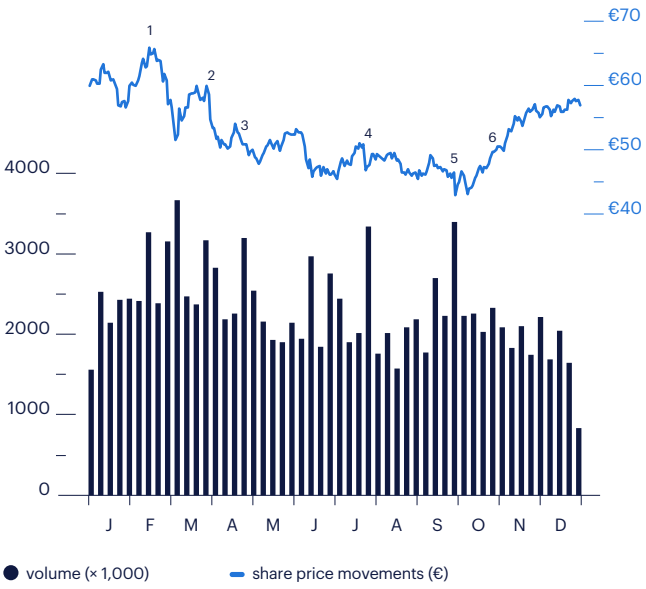
share price development

in millions of €, unless otherwise indicated

	2022	2021	2020	2019	2018[1]
Closing price (€)	56.96	60.04	53.24	54.44	40.09
TSR (%)	5	19	(2)	59	(18)
High (€)	65.88	66.60	55.90	55.30	59.34
Low (€)	42.92	51.46	28.58	36.41	38.46
P/E ratio	13.7	13.7	20.7	13.0	8.8
EV/Sales	0.38	0.45	0.45	0.45	0.35
Market capitalization	10,481	11,047	9,759	9,979	7,349
Enterprise value	10,753	10,868	9,426	10,735	8,334

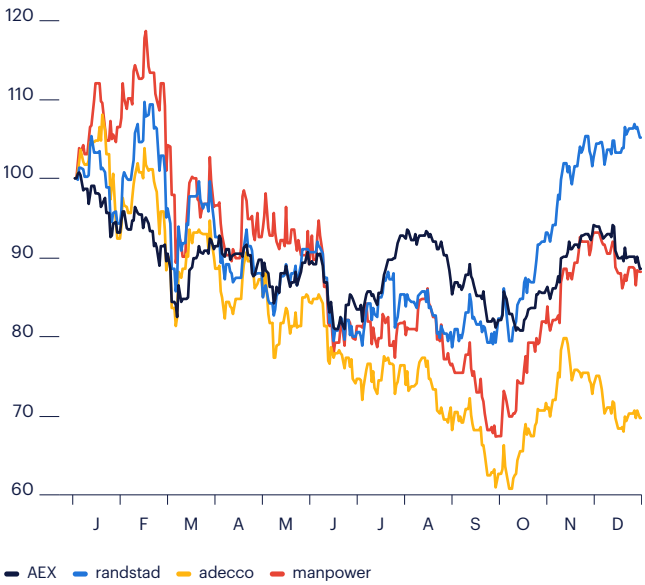
1 2018 is restated for comparison purposes after implementation of IFRS 16 in 2019.

share price development 2022 of randstad ordinary shares



1 February 15, 2022 – Q4 and full year 2021
2 March 31, 2022 – Ex-dividend
3 April 26, 2022 – Q1 results
4 July 26, 2022 – Q2 results
5 September 29, 2022 – Ex-special dividend
6 October 25, 2022 – Q3 results

total shareholder return development 2022 of randstad compared to euronext AEX index and peers



analyst recommendations

Approximately 15 financial analysts regularly publish reports on Randstad. At the end of 2022, 3 analysts had a 'buy' rating, while 6 analysts recommended holding on to our shares; 6 analysts had a 'sell' rating. On December 31, 2022, the average target share price, according to analyst consensus, was around € 53. The highest target price was € 80, and the lowest was € 40.

earnings per share reporting

Randstad reports earnings per share on a fully diluted basis. We focus on earnings per share before amortization and impairment of acquisition-related intangible assets and goodwill, integration costs and one-offs. In our view, this gives the best reflection of underlying business performance.

diluted earnings per share[1]

	2022	2021	2020	2019	2018[2]
Q1	€ 1.16	€ 0.76	€ 0.58	€ 0.86	€ 0.86
Q2	€ 1.25	€ 1.03	€ 0.34	€ 1.04	€ 1.21
Q3	€ 1.32	€ 1.17	€ 0.73	€ 1.12	€ 1.20
Q4	€ 1.93	€ 1.39	€ 0.90	€ 1.14	€ 1.27
Full year	€ 5.67	€ 4.35	€ 2.55	€ 4.17	€ 4.54

1 Before amortization and impairment of acquisition-related intangible assets and goodwill, integration costs and one-offs.
2 2018 is restated for comparison purposes after implementation of IFRS 16 in 2019.

financial calendar

march 28, 2023
Annual General Meeting of Shareholders

march 30, 2023
Ex-dividend date of regular dividend

march 31, 2023
Record date of regular dividend

april 4, 2023
Regular dividend ordinary shares available for payment

april 25, 2023
Publication of Q1 2023 results (pre-market)
Analyst conference call Q1 2023 results

july 25, 2023
Publication of Q2 2023 results (pre-market)
Analyst conference call Q2 2023 results

october 24, 2023
Publication of Q3 2023 results (pre-market)
Analyst conference call Q3 2023 results

february 13, 2024
Publication of Q4 and annual results 2023 (pre-market)
Analyst conference call Q4 and annual results 2023

performance management.

Randstad has an extensive performance management system in place. Performance management at Randstad starts at the lowest level in our organization in the context of what we call 'activity-based field steering' (ABFS). Our ABFS/E2E model requires our units and teams to translate commercial goals (active clients, candidates working) into actual activities on a daily basis. As our planning and control cycle is operationally driven, the data acquired through ABFS drives action right up to the Executive Board level. As a result, Executive Board members are closely involved with the operating companies under their responsibility.

Each month, the Executive Board discusses performance with the management team of each operating company. The agenda includes financial and operational performance, forecasts, risk management, and the progress made in achieving strategic goals. Internal and external benchmarks are used to challenge performance and to identify points for improvement. In addition to the monthly control cycle, a yearly strategic planning cycle takes place in the second quarter, and an operational planning cycle takes place in the fourth quarter. The planning and control cycle is embedded in our Risk & Control framework.

key performance indicators

Our day-to-day performance overview includes key performance indicators (KPIs) showing our growth, productivity, profitability, working capital and cash flow. We use a variety of tools within our planning and control cycle to assess our performance and align future strategic and investment decisions to best capitalize on commercial and organizational opportunities. KPIs are used to measure and monitor performance against budgets, forecasts, the previous year and our strategic targets.

performance indicators	
weekly indicators	The number of employees working on a temporary basis is an important indicator within our field steering model and measure the success of the units and teams.
market share	Gaining profitable market share is an important financial objective. Where possible, we aim to measure market share at the lowest possible level (units and teams).
profitability	Profitability indicates the quality of our top line and operational efficiency, maintaining our overall financial goal to achieve an EBITA margin of 5% to 6% over time.
productivity	Productivity improvements are important in helping us to achieve our profitability targets. We measure productivity in three ways: gross profit per staff member (GP/FTE), gross profit in relation to personnel expenses (GP/PE), and the number of placed workers per staff member (Temps/FTE).
working capital	There is a strong focus within Randstad on Days Sales Outstanding (DSO), the amount of overdues, and working capital. This focus is also reflected in the bonus targets set for our senior management. Within working capital, the 'trade receivables' component is the most important for us to influence. Our liabilities comprise mainly wage tax and social security charges to tax authorities.
financial position	To maintain a solid financial position, we monitor our leverage ratio (net debt divided by 12-month EBITDA). Strategically, we maintain a sound balance sheet, while our bank covenants allow for 3.5. In certain cases, we are allowed to report to a maximum leverage ratio of 4.25x EBITDA for a limited amount of time.
cash flow generation	Free cash flow includes operating profit and movements in working capital plus capital expenditure. In a normal year, our free cash flow moves in line with the seasonal pattern in our business. In the first half of the year, the free cash flow is normally lower, as working capital requirements increase in line with higher revenue and the payment of holiday allowances in Belgium and the Netherlands. In the second half of the year, free cash flow is normally higher, based on higher revenue and profit, while in a downturn, we typically see significant unwinding of working capital.
# of temporary placements	In order to determine our success across the various markets in which we operate, we monitor the number of people we place with our clients on a temporary basis. See the graph 'temporary placements split by geography' (see page 102) for more details.
# of permanent placements	Permanent placements have become a significant part of our daily work. The graph 'number of permanent placements' (see page 102) reflects these numbers, broken down by geography.

financial review.

income statement

For a meaningful analysis of our results, we need to look at the underlying results, which excludes the impact of foreign exchange movements, mergers and acquisitions, and one-off items such as restructuring costs and integration costs.

income statement, underlying

in millions of €, unless otherwise indicated

	2022	2021	organic Δ
Revenue	27,568	24,635	8%
Cost of services	21,813	19,762	
Gross profit	5,755	4,873	13%
Personnel expenses	3,392	2,819	
Other expenses	1,069	959	
Operating expenses	4,461	3,778	12%
EBITA, underlying	1,294	1,095	13%
Gross margin	20.9%	19.8%	
Operating expenses margin	16.2%	15.3%	
EBITA margin	4.7%	4.4%	

year-on-year organic growth



revenue

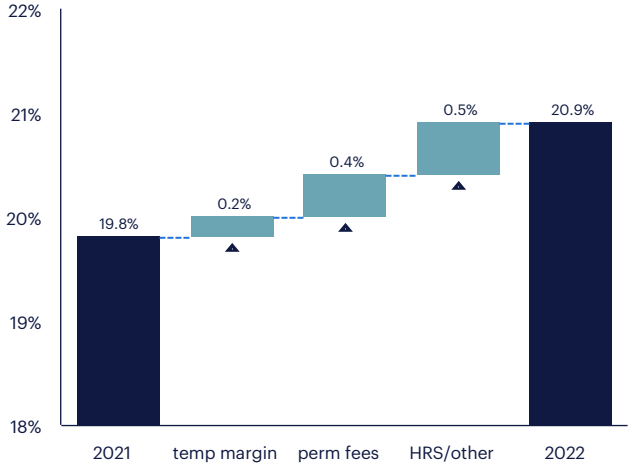
At Group level, we finished the year 2022 with a revenue of € 27,568 million, reflecting organic revenue growth of 8.0% in 2022 (2021: up 19.5%). Currency effects had a positive impact of 2.7%, and working days had a negative impact of 0.3%. M&A positively contributed to 1.5%. Overall reported revenue for the year increased 11.9% year-on-year. Robust levels of demand from clients and persistent levels of talent scarcity underpinned our full year performance. Client activity moderated in the fourth quarter amidst macroeconomic challenges. Our European operations were up 7% in 2022 (2021: up 21%), North America was up 6% (2021: up 15%), and Asia was up 12% (2021: up 11%), while Latin America grew 7% (2021: up 23%). More detailed information is included in the section 'market performance (see page 102)'. More information about our four main revenue categories (Staffing, Inhouse, Professionals and Global Businesses) can be found under 'performance by revenue category (see page 101)'.

Revenue from permanent placements was up 28% (2021: up 50%), making up 2.7% of revenue (2021: 2.2%). Revenue from temporary billing increased by 7% organically (2021: up 19%).

gross profit

Gross profit reflects our effectiveness in pricing, business mix, cost of employee benefits, and idle-time management. In 2022, gross profit amounted to € 5,755 million, an organic increase of 13% compared to the previous year (2021: up 24%). Gross margin increased 110bp to 20.9%, primarily due to significant growth in

change in gross margin



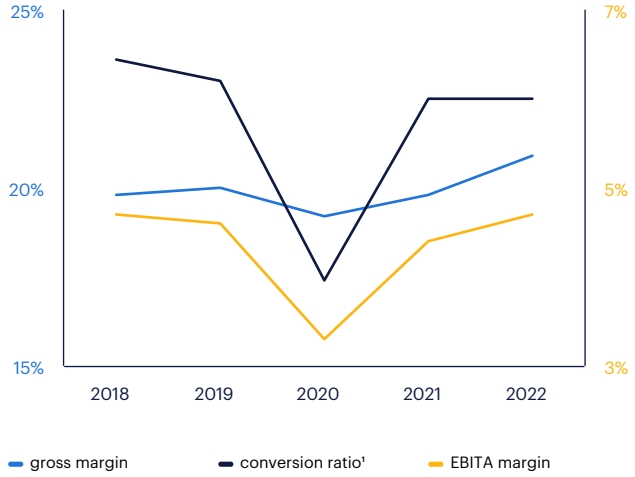
financial review.

recruitment process outsourcing (RPO) and permanent placements. At Group level, the contribution from permanent placements ('perm fees') made up 12.6% (2021: 11.0%) of gross profit and RPO made up 7.6% (2021: 5.1%) of gross profit. Note 10 to the financial statements includes an overview of the actual reported gross profit per geography.

Temp margin had a positive impact of 20bp compared to last year thanks to a positive pricing climate. Permanent placements had a positive impact of 40bp, while HR Solutions had a positive impact of 50bp, driven by strong growth in our RPO business.

In order to realize our EBITA margin targets, we aim to maximize conversion of gross profit into EBITA. In 2022, we converted 22% of gross profit into EBITA (2021: 22%).

gross margin, conversion ratio and EBITA margin



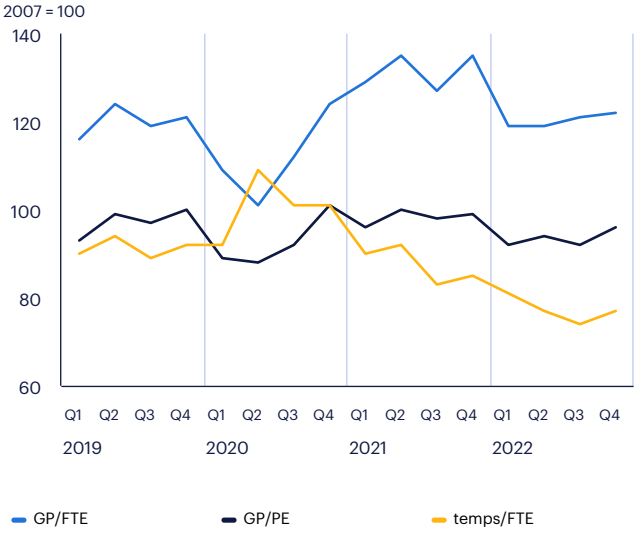
1 EBITA as percentage of gross profit.

productivity

As explained under 'performance management (see page 93)', productivity improvements are key to achieving our profitability targets. We measure productivity in three ways:

- Gross profit per staff member (GP/FTE);
- Gross profit in relation to personnel expenses (GP/PE);
- Number of temporary workers placed per staff member (Temps/FTE).

productivity, indexed



Productivity (GP/FTE) was organically down 3% in 2022 (2021: up 8%), reflecting our continued investments in a talent-scarce environment. To achieve greater efficiencies across the organization, we focus mainly on better execution based on field steering and the implementation of the right delivery models for our continued investments.

operating expenses

A breakdown of operating expenses is shown in the table below. These expenses reflect the costs related to our sales and delivery organization, as well as our head offices.

operating expenses

in millions of €, unless otherwise indicated

	2022	2021
Personnel expenses	3,392	2,819
Advertising and marketing	225	183
Accommodation costs	64	55
Other operating expenses	514	450
Depreciation and amortization of PPE, right-of-use assets, and software	266	271
Operating expenses, underlying	4,461	3,778
Average number of corporate employees	46,190	39,530
Number of branches, year-end	2,819	2,764
Number of inhouse locations, year-end	2,086	2,163

In 2022, underlying operating expenses amounted to € 4,461 million, up 12% organically. This reflects selective investments in growth and digital initiatives. Foreign exchange effects increased our cost base by € 138 million. Actual operating expenses in 2022 included € 130 million related to restructuring, integration and acquisition-related expenses (2021: € 9 million).

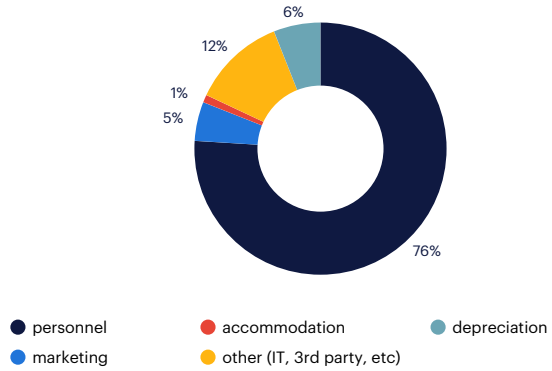
Personnel expenses increased by 14% organically, while personnel expenses per FTE were down 3% compared to 2021. An overview of corporate staff by region is given under 'market performance (see page 102)'. Further details on actual personnel expenses can be found in note 14 to the financial statements.

Marketing costs were 0.8% of revenue (2021: 0.7%). Further information about our marketing strategy is included in the sections 'our value for talent' (see page 46) and our value for clients (see page 53).

Accommodation costs were up 1% compared to 2021. At the end of 2022, we were operating a network of 2,819 branches (up year-on-year) and 2,086 Inhouse locations. Branches are outlets from which various clients are served with a variety of services, located in residential/ commercial areas. Inhouse locations are outlets from which one client is served with a limited number of job profiles, located on the site of the client.

operating expenses

operating expenses: € 4,461



branches and inhouse locations, year-end

	2022		2021	
	branches	inhouse locations	branches	inhouse locations
North America	654	539	684	524
France	365	301	364	281
Netherlands	264	349	277	341
Italy	244	39	235	39
Germany	316	200	279	284
Belgium & Luxembourg	153	178	147	186
Iberia	211	162	214	166
Other European countries	267	227	252	268
Rest of the world	214	91	177	74
Global Businesses	131	0	135	0
	2,819	2,086	2,764	2,163

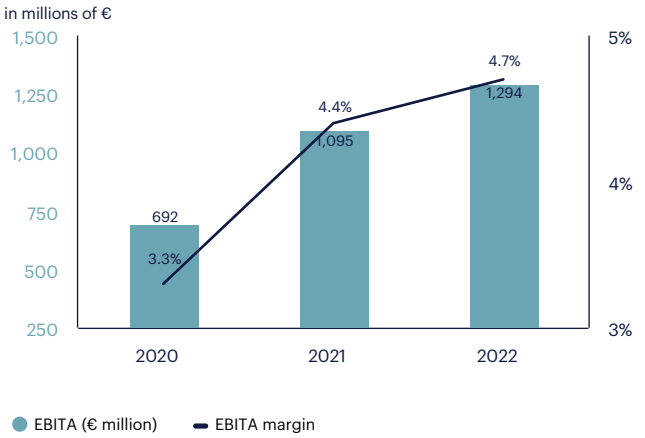
Other operating expenses (mainly IT and general costs) were up 14% year-on-year. This is primarily related to our digital investments.

Depreciation and amortization charges were stable compared to 2021. On average, we depreciate assets over three to five years. Following the implementation of IFRS 16 'Leases', deprecation of right-of-use assets is presented under 'Depreciation and amortization of PPE, right-of-use assets, and software' and excluded from accommodation costs.

EBITA

Underlying EBITA increased to € 1,294 million, compared to € 1,095 million in 2021. EBITA margin increased 30bp to 4.7% for the Group. Currency effects had a positive impact on EBITA of € 5 million.

EBITA development, underlying



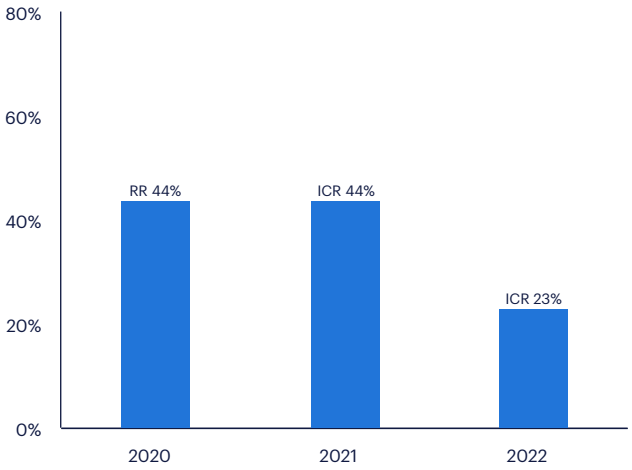
EBITA

in millions of €

	2022	2021	Δ%
EBITA, underlying	1,294	1,095	18%
Integration costs and one-offs	(130)	(9)	
EBITA, actual	1,164	1,086	7%
Amortization and impairment of acquisition-related intangible assets and goodwill	(27)	(53)	
Operating profit	1,137	1,033	10%
Net finance costs	(12)	(16)	
Share in profit/(loss) of associates	1	1	
Income before taxes	1,126	1,018	
Taxes on income	(197)	(250)	
Net income	929	768	21%

For the Group as a whole, the incremental conversion ratio was 23% for full-year 2022 (2021: 44%). Robust levels of demand from clients and persistent levels of talent scarcity underpinned our full-year performance, and the improvements we delivered in profitability and margin show the benefits of our firm focus on cost management, value-based pricing and business mix. In particular, during 2022, we invested in the growth of our EBITA-accretive RPO business, which comes with a significantly lower ICR profile than Staffing. This effect is also visible in our full-year Group ICR.

incremental conversion ratio/recovery ratio



Target:
- incremental conversion ratio: 40% - 50%
- recovery ratio: 50%

amortization and impairment of acquisition-related intangible assets and impairment of goodwill

Acquisition-related intangible assets are capitalized in the balance sheet upon acquisition of companies and reflect the value that is allocated to assets, such as brand names, client relationships and talent profiles. These intangibles are amortized over a period of one to ten years. The amortization charge in 2022 of € 27 million was lower than the charge of € 53 million in 2021. In 2022, there was no impairment of goodwill. In 2021, the impairment of goodwill was € 2 million, mainly resulting from the change in legislation in Mexico, which prohibits the outsourcing of labor to a third party.

The amount of € 27 million (2021: € 51 million) relates to acquisition-related intangible assets. For more information, see note 5.2 and note 20 to the financial statements.

operating profit

Operating profit is EBITA minus the non-cash amortization and impairment charges of acquisition-related intangible assets and goodwill. Operating profit was € 1,137 million, compared to € 1,033 million in 2021, the latter being negatively impacted by an impairment on goodwill of € 2 million. Adjusted for this impairment, operating profit was € 1,035 million in 2021.

→ financial review.

net finance costs

Net finance costs amounted to € 12 million, compared to € 16 million in 2021. Net finance costs include net interest expenses on our net debt position, interest expenses of lease liabilities, as well as foreign currency effects and adjustments in the valuation of certain assets and liabilities. Interest expenses on our net debt position amounted to € 14 million (2021: € 6 million). The increase can mainly be explained by a higher average net debt position during the year in combination with the development of the interest rates. Interest expenses of lease liabilities amounted to € 15 million, € 4 million higher compared to 2021 (€ 11 million). Foreign currency effects and other effects had a positive effect of € 17 million in 2022 (2021: € 1 million). For more information, see note 15 to the financial statements.

taxes on income

The effective tax rate before amortization and impairment of acquisition-related intangible assets and goodwill, integration costs and one-offs was 18.2% in 2022 (2021: 24.6%). The actual effective tax rate in 2022 was 17.5% (2021: 24.6%). In 2022, effective tax rates were mainly influenced by an exceptional tax benefit in Q4 (€ 97 million). More information on the actual effective tax rate is given in note 7.2 to the financial statements.

net income, earnings per share and capital return

Adjusted net income for holders of ordinary shares amounted to € 1,041 million (2021: € 806 million).

Underlying basic EPS increased by 30% to € 5.69 (2021: € 4.39). The average number of outstanding ordinary shares decreased to 182.8 million (2021: 183.8 million).

Supported by our strong balance sheet at the year-end of 2022, we will propose a total return of around € 921 million of capital to our shareholders. This consists of a total regular dividend of around € 521 million, which reflects a regular ordinary cash dividend per share of € 2.85, representing a payout of 50% of the adjusted net income. We also intend to buy back around € 400 million worth of ordinary shares. Our capital return proposal is further elaborated on in the section 'our value for investors (see page 90)'.

net income, earnings per share and dividend

in millions of €, unless otherwise indicated

	2022	2021
Net income	929	768
Net income for non-controlling interests	-	-
Net income for holders of preference shares	8	8
Net income for holders of ordinary shares	921	760
Amortization of acquisition-related intangible assets and impairment of goodwill	27	53
Integration costs and one-offs	130	9
Tax effect on amortization, integration costs, one-offs, and tax benefit	(37)	(16)
Net income for holders of ordinary shares, adjusted	1,041	806
Basic EPS (€)	5.04	4.13
Underlying basic EPS (€)	5.69	4.39
Underlying diluted EPS (€)	5.67	4.35
(Proposed) regular dividend per ordinary share (€)	2.85	2.19
Payout regular dividend per ordinary share (%)[1]	50%	50%
(Proposed) special dividend per ordinary share (€)[2]	-	2.81
Total (proposed) dividend per ordinary share (€)[2]	2.85	5.00
Payout total dividend per ordinary share (%)[1]	50%	114%

1 % of underlying basic EPS.
2 In line with our existing capital allocation policy, next to regular dividend, randstad proposed a share buy back programme of ~€ 400 million over FY 2022.

invested capital

As at December 31, 2022, our invested capital amounted to € 5.8 billion (2021: € 5.3 billion). The primary components of our invested capital, as shown in the overview below, are goodwill and acquisition-related intangible assets and operating working capital. The remaining parts are 'net tax assets' and 'all other assets/ (liabilities)'. Return on invested capital (ROIC) amounted to 17.9%, showing an increase of 110bp year-on-year. This is a reflection of an improvement of our 12-month rolling EBITA and working capital management.

financial review.

invested capital

in millions of €, unless otherwise indicated

	2022	2021
Goodwill and acquisition-related intangible assets	3,280	3,088
Operating working capital assets[1]	5,807	5,411
Operating working capital liabilities[2]	4,568	4,414
Operating working capital	1,239	997
Net tax assets[3]	619	615
All other assets/(liabilities)[4]	647	617
Employed capital	5,785	5,317
Financed by		
Total equity	4,915	4,902
Net debt, excluding lease liabilities	272	(179)
Lease liabilities (current and non-current)	598	594
Net debt (including lease liabilities)	870	415
Invested capital	5,785	5,317
Ratios		
DSO (Days Sales Outstanding, moving average)	52.9	51.6
Operating working capital as % of revenue	4.5%	4.0%
Leverage ratio (net debt/EBITDA)	0.6	0.3
Return on invested capital[5]	17.9%	16.8%

1 Trade and other receivables minus the current part of financial fixed assets (including net investments in subleases), deferred receipts from disposed Group companies, and interest receivable.
2 Trade and other payables minus interest payable.
3 Net tax assets: deferred income tax assets and income tax receivables less deferred income tax liabilities and income tax liabilities.
4 All other assets/(liabilities) mainly containing property, plant and equipment, right-of-use assets, and software, plus financial assets (including net investments in subleases) and associates, less provisions and employee benefit obligations and other liabilities.
5 Return on invested capital: underlying EBITA less income tax paid as a percentage of invested capital.

operating working capital

During the year, we continued our focus on working capital management, paying special attention to the collection of trade receivables and the reduction of overdues. As a percentage of revenue, working capital was 4.5% (2021: 4.0%). Within working capital, the component we are able to influence the most are trade receivables. Our DSO increased to 52.9 days (2021: 51.6), We have a strong focus on tight DSO management.

Our exposure to credit losses remained limited, amounting to only 0.2% of revenue (2021: 0.2%). Our trade receivables portfolio is very diversified geographically, in terms of both segmentation and client base, which mitigates credit risk. Current liabilities mainly comprise liabilities such as wage tax, social security charges and pensions, for which payment terms are determined by law and therefore difficult to change.

all other assets and liabilities

For purposes of analyzing our invested capital, we have grouped various other assets and liabilities. See footnote 4 of the invested capital table for a description of the composing elements. The increase in this group of invested capital year-on-year (€ 647 million, compared to € 617 million in 2021) is partly explained by a decrease in employee benefits to the amount of € 36 million, which was strongly influenced by interest rate developments.

net debt

Our net debt position (including lease liabilities) increased by € 455 million to € 870 million. The leverage ratio (net debt divided by 12-month EBITDA) was 0.6 at year-end. Our net debt position is supported by a strong free cash flow of € 739 million, offset by dividend payments in 2022 (€ 922 million) and the net cash outflow of € 170 million (2021: € 126 million) from M&A activities. The section 'performance management' (see page 93) contains an overview of the development of net debt and the leverage ratio.

For more details about this topic, see 'note 3.2.2 Liquidity risk' in the financial statements.

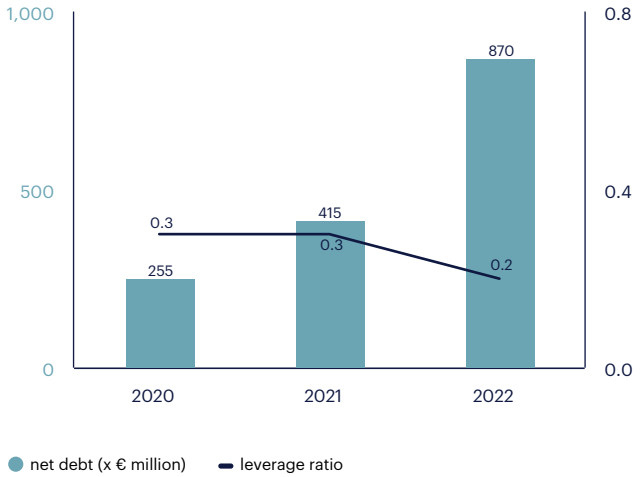
net debt

in millions of €, unless otherwise indicated

	2022	2021
Cash and cash equivalents	274	859
Less: Non-current borrowings	477	664
Less: Current borrowings	69	16
Less: Short-term part of non-current borrowings	-	-
Net debt (excluding lease liabilities)	272	(179)
Lease liabilities (current and non-current)	598	594
Net debt (including lease liabilities)	870	415
Leverage ratio	0.6	0.3

financial review.

net debt and leverage ratio development



cash flow analysis

free cash flow

Over the full year, we delivered a strong free cash flow of €739 million, up € 149 million (up 25%) compared to 2021. The increase in free cash flow is mainly due to the year-on-year growth in EBITA and the movements in working capital year over year.

For more details on this topic, see the 'consolidated statement of cash flows' in the financial statements.

consolidated cash flow statement

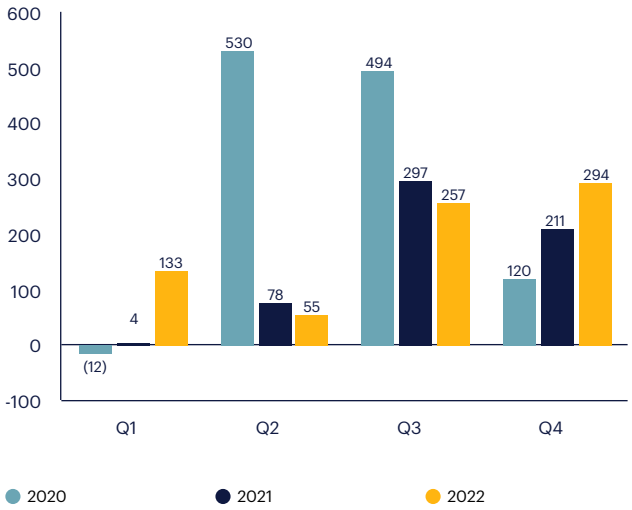
in millions of €

	2022	2021
EBITA, actual	1,164	1,086
Depreciation, amortization and impairment of property, plant and equipment, right-of-use assets, and software	303	326
EBITDA	1,467	1,412
Working capital	(213)	(290)
Provisions and all other items	80	(4)
Income taxes paid	(261)	(204)
Net cash flow from operating activities	1,073	914
Net capital expenditures[1]	(122)	(128)
Loans and receivables	(2)	-
Repayment of lease liabilities	(210)	(196)
Free cash flow	739	590
Net acquisitions and disposals[2]	(167)	(79)
Issue of ordinary shares	-	-
Dividend from associates	1	-
Purchase of own shares	(81)	(54)
Dividend paid on ordinary and preference shares	(922)	(604)
Net finance costs paid	(15)	(7)
Translation and other effects	(10)	(6)
(Net increase)/net decrease of net debt (including lease liabilities)	(455)	(160)

1 Net additions in property, plant and equipment and software.
2 Net acquisitions and disposals of subsidiaries/activities, associates and equity investments.

free cash flow development

in millions of €



performance by revenue category

In this section, we provide an overview of the underlying performance per revenue category in 2022. More detailed information on our service concepts can be found under 'our strong foundation' (see page 20). In our financial reporting, we have merged these service concepts into four revenue categories: Staffing, Inhouse, Professionals, and Global Businesses.

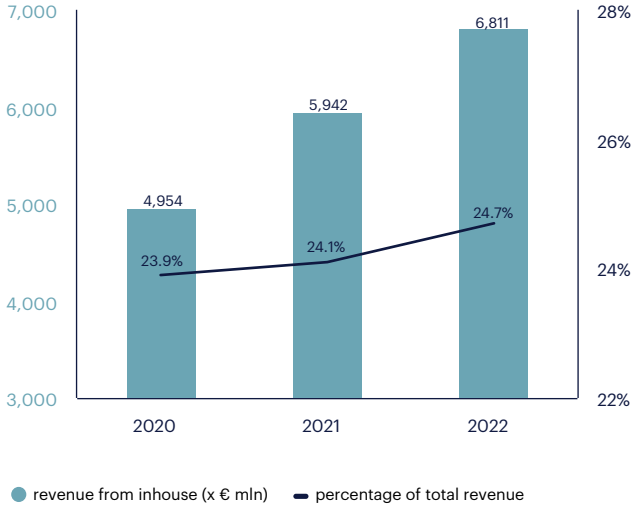
staffing

Staffing reflects about 47% of our revenue mix. In 2022, Staffing organic revenue increased by 5% (2021: up 21%), driven by robust demand for temporary employees.

inhouse

Inhouse reflects about 25% of our revenue mix. In 2022, Inhouse organic revenue increased by 12% to € 6.8 billion in 2022 (2021: up 20%). We saw ongoing strong demand for essential services such as healthcare, manufacturing, logistics and food retail.

revenue from inhouse



professionals

Professionals reflects about 23% of our revenue mix. In 2022, Professionals organic revenue increased by 12% (2021: up 14%). Key Professionals labels, such as US Technologies, Yacht, Appel Medical and Randstad Japan, delivered a strong performance in 2022, mainly driven by our exposure to IT.

global businesses

Global Businesses, consisting of Monster, Randstad Sourceright (RSR), Randstad RiseSmart and twago, reflects about 6% of our revenue mix. Revenue was up by 18% year-on-year organically (2021: up 28%), mainly driven by Randstad Sourceright. Overall EBITA margin was 1.7%, compared to 1.2% last year.

split by revenue category

in millions of €, unless otherwise indicated

	2022	2021	organic Δ%
Staffing	12,848	12,206	5%
Inhouse	6,811	5,942	12%
Professionals	6,335	5,252	12%
Global Businesses	1,574	1,235	18%
Total	27,568	24,635	8%

Total revenue of permanent placements in the revenue categories Staffing, Inhouse and Professionals amounted to € 734 million in FY 2022 (FY 2021: € 542 million). Revenue of recruitment process outsourcing within Global Businesses amounted to € 453 million in FY 2022 (FY 2021: € 253 million).

market performance.

Randstad operates in 39 markets, representing more than 90% of the global HR services market. This is not likely to change much, as we believe our current network covers the most attractive geographies. In this section, we provide an overview of our underlying performance in our largest markets in 2022.

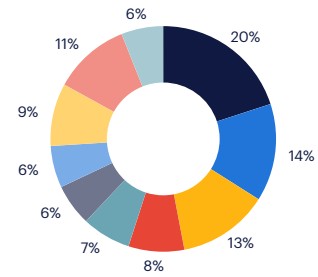
main market positions, 2022[1]

markets	market growth	market share	market position
United States	14%	3%	3
France	8%	16%	3
Netherlands	3%	18%	1
Italy	10%	14%	2
Germany	1%	7%	1
Belgium & Luxembourg	4%	26%	1
Spain	3%	20%	1

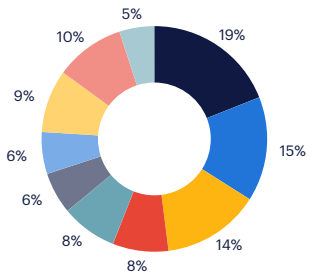
1 Based on Randstad estimates, SIA, Prism'emploi, Algemene Bond Uitzendondernemingen (ABU), Assolavoro, Bundesagentur für Arbeit and Federgon.

revenue split by market

2022: revenue € 27,568 million

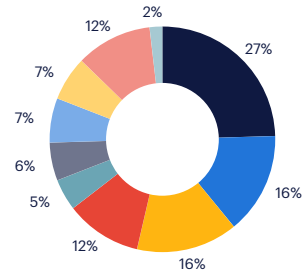


2021: revenue € 24,635 million

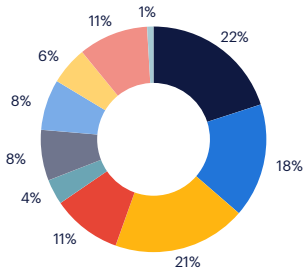


EBITA split by market

2022: EBITA € 1,294 million



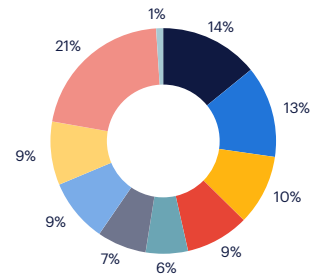
2021: EBITA € 1,095 million



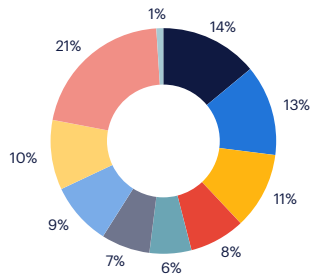
temporary placements split by market

as a % of total number of candidates working per day

total 2022: 662,600



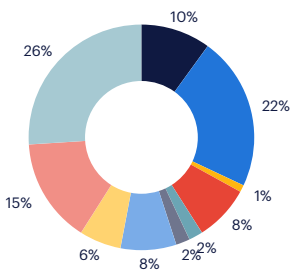
total 2021: 653,300



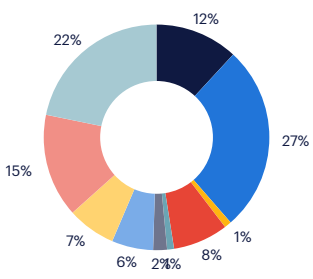
permanent placements split by market

as % of total number of permanent placements

total 2022: 342,700[1]



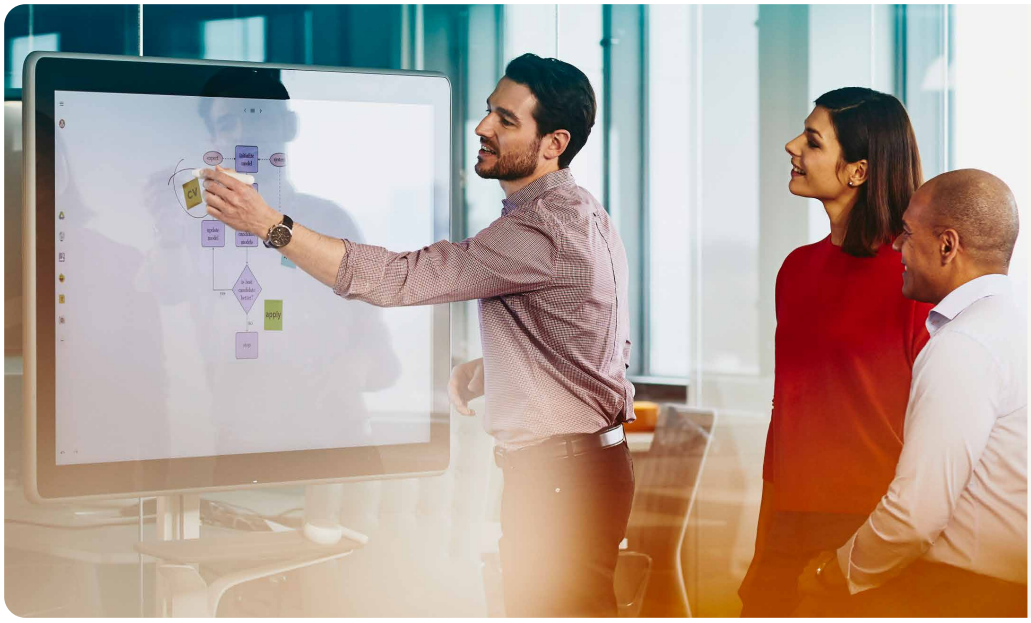
total 2021: 276,100[1]



1 Number includes permanent placements in RPO.

north america | netherlands | germany | iberia | rest of the world
france | italy | belgium & luxembourg | other european countries | global businesses

north america.



91,100
candidates
(weekly avg)
(2021: 92,900)

35,000
permanent
placements[1]
(2021: 32,900)

654
branches
(2021: 718)

539
inhouse locations
(2021: 524)

[1] Numbers include RPO.

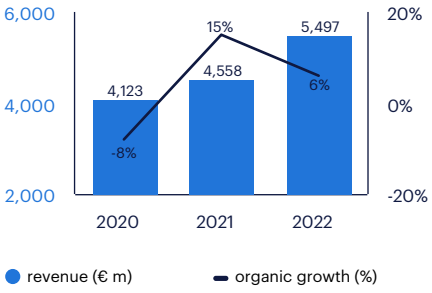
7,100
corporate
employees
(2021: 6,530)

63%
of whom
women
(2021: 63%)

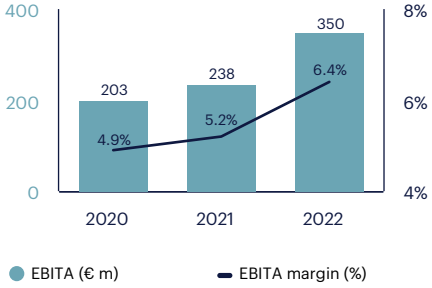
51%
women in
senior leadership
(2021: 52%)

8.5
employee
engagement score
(2021: 8.5)

revenue



EBITA



In 2022, revenue in North America grew 6% year-on-year. EBITA margin was up 120bp at 6.4%. Growth was enhanced due to our targeted and well-executed investments made into the attractive parts of the market.

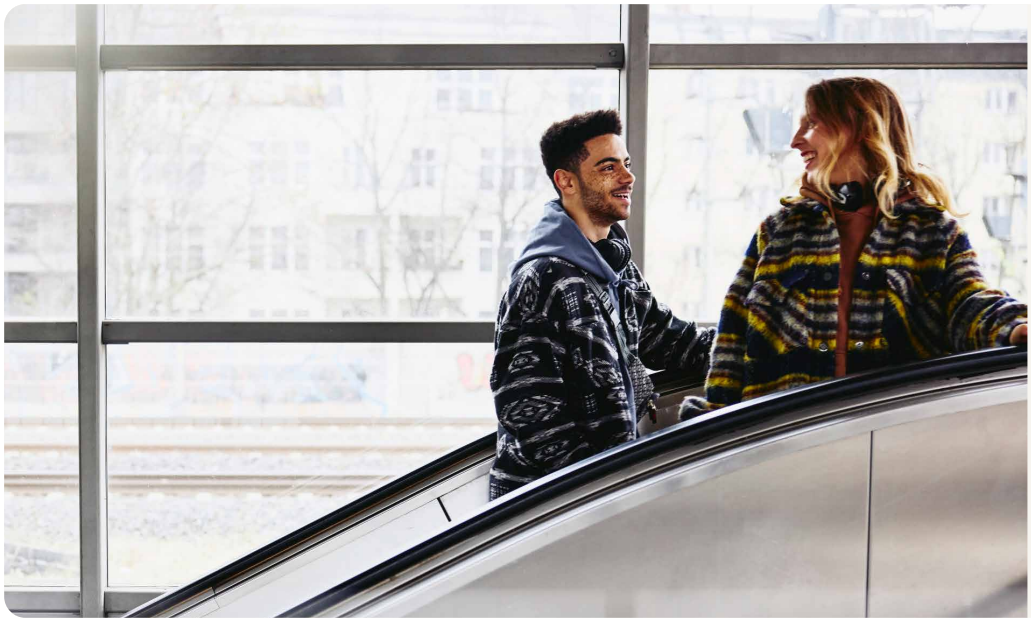
united states

US revenue increased 5% year-on-year. US Staffing and Inhouse Services revenue increased by 2% year-on-year. Revenue in US Professionals was up 9% year-on-year, mainly driven by our Technologies business. Perm fees in our US business grew 30% year-on-year.

canada

Randstad Canada revenue increased 12% year-on-year, while permanent fees grew by 21% year-on-year, leading to an increase in profitability.

france.



87,300
candidates
(weekly avg)
(2021: 84,200)

76,700
permanent
placements[1]
(2021: 73,500)

365
branches
(2021: 364)

301
inhouse locations
(2021: 281)

[1] Numbers include RPO.

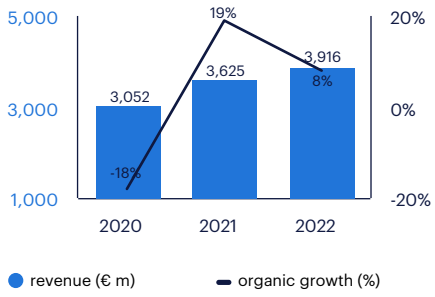
4,830
corporate
employees
(2021: 4,460)

75%
of whom
women
(2021: 77%)

62%
women in
senior leadership
(2021: 62%)

7.7
employee
engagement score
(2021: 7.7)

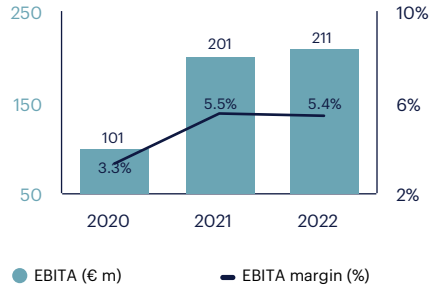
revenue



In France, our revenue grew 8% year-on-year. Our revenue growth in Professionals was up 17% year-on-year, driven by a strong performance by both our healthcare and professional recruitment businesses. Our combined Staffing and Inhouse Services revenues increased 5% year-on-year, mainly driven by the manufacturing, agri-food and automotive sectors. In Q2 2022, we also were pleased to welcome Side, a leading end-to-end digital staffing platform.

Our EBITA margin decreased slightly to 5.4%. Pricing discipline and strong cost management remained in place.

EBITA



the netherlands.



68,900
candidates
(weekly avg)
(2021: 72,000)

5,100
permanent
placements
(2021: 3,800)

263
branches
(2021: 277)

349
inhouse locations
(2021: 341)

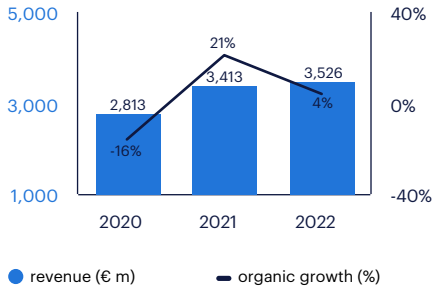
4,140
corporate
employees
(2021: 3,890)

68%
of whom
women
(2021: 69%)

54%
women in
senior leadership
(2021: 56%)

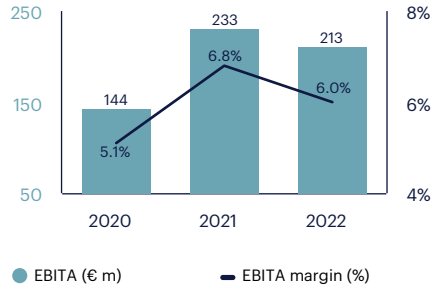
8.1
employee
engagement score
(2021: 8.1)

revenue



In the Netherlands, where Randstad is market leader, revenue grew 4% year-on-year. Our combined Staffing and Inhouse Services revenues (represented by the Randstad and Tempo-Team brands) increased 2% year-on-year, despite the expected declining revenue from Covid-related activities. This growth was broad-based and was mainly driven by clients in the automotive, food and logistics sectors. Our Professionals business (primarily Yacht) grew 14% year-on-year, benefiting from solid demand and our ability to find talent in a talent-scarce market. Permanent placements were up 50% year-on-year. Our EBITA margin came in strong at 6.0%.

EBITA



italy.



59,500
candidates
(weekly avg)
(2021: 53,800)

29,100
permanent
placements
(2021: 22,800)

244
branches
(2021: 235)

39
inhouse locations
(2021: 39)

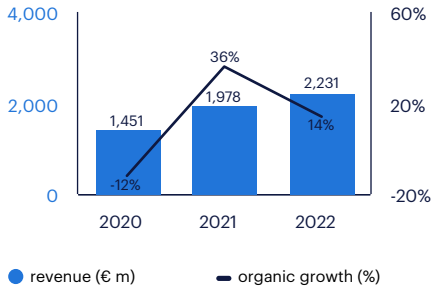
2,980
corporate
employees
(2021: 2,490)

78%
of whom
women
(2021: 79%)

46%
women in
senior leadership
(2021: 44%)

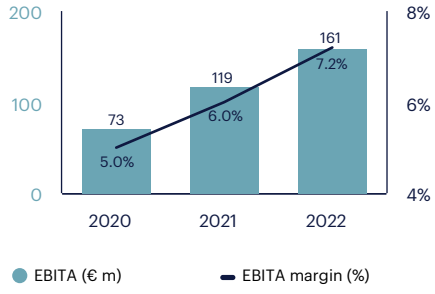
8.0
employee
engagement score
(2021: 7.9)

revenue

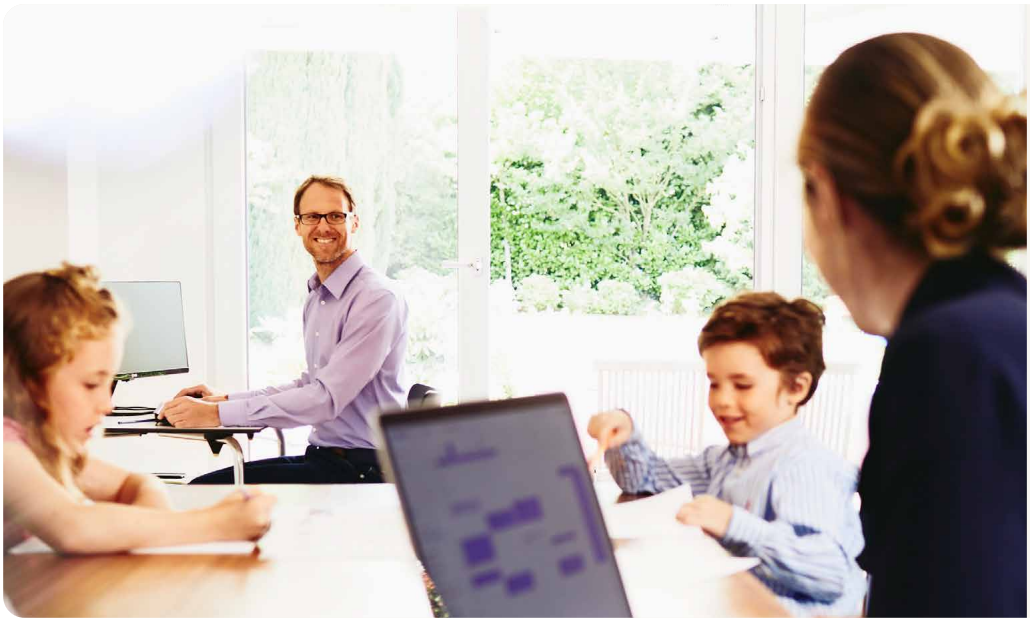


Randstad Italy delivered an outstanding performance in terms of revenue and EBITA. Revenue was up 14% year-on-year in 2022, and permanent placements were up 38% year-on-year. Growth was broad-based, as Italy continued to strengthen its market position. EBITA margin increased to 7.2%, up 120 bp year-on-year.

EBITA



germany.



59,600
candidates
(weekly avg)
(2021: 38,300)

5,400
permanent
placements[1]
(2021: 3,900)

316
branches
(2021: 279)

200
inhouse locations
(2021: 284)

[1] Numbers include RPO.

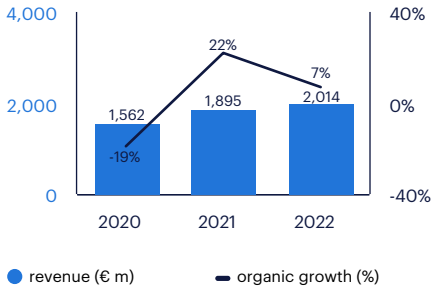
2,920
corporate employees
(2021: 2,860)

61%
of whom women
(2021: 60%)

40%
women in senior leadership
(2021: 40%)

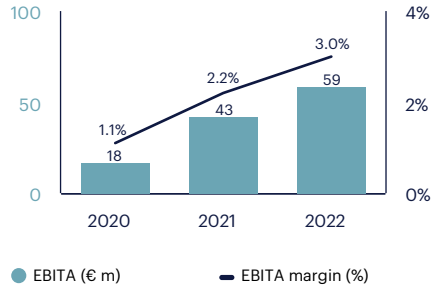
7.7
employee engagement score
(2021: 7.9)

revenue

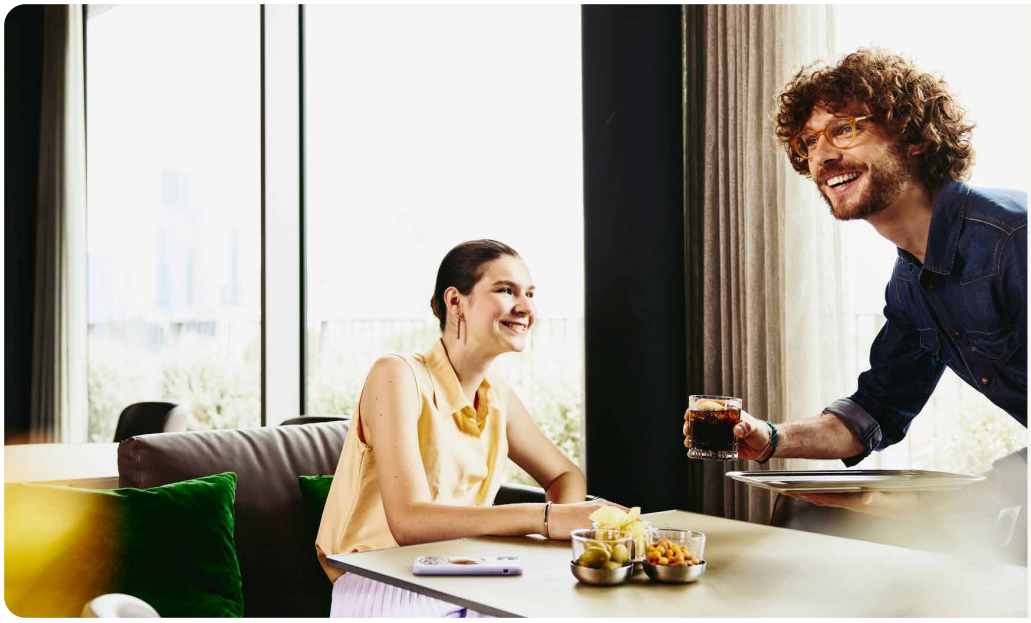


In Germany, our overall revenue increased 7% year-on-year, driven by a recovery in demand from the automotive sector. In Staffing and Inhouse Services (where we operate as Randstad and Tempo-Team), revenue increased by 8% year-on-year, while Inhouse Services grew 22% year-on-year. Revenue of our Professionals businesses increased by 4% year-on-year. EBITA margin reached 3.0%, up 80bp. Focused investments in combination with strict cost management led to a solid margin improvement.

EBITA



belgium & luxembourg.



44,000
candidates
(weekly avg)
(2021: 44,200)

7,400
permanent
placements[1]
(2021: 4,300)

153
branches
(2021: 147)

178
inhouse locations
(2021: 186)

[1] Numbers include RPO.

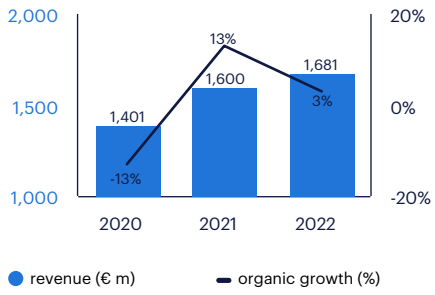
2,410
corporate employees
(2021: 2,080)

82%
of whom women
(2021: 82%)

66%
women in senior leadership
(2021: 60%)

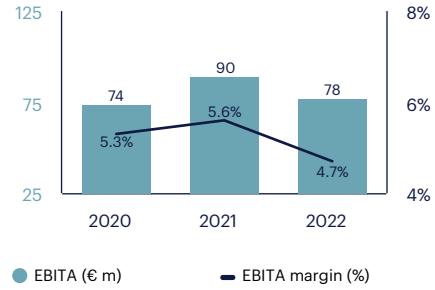
7.9
employee engagement score
(2021: 8.0)

revenue



In Belgium & Luxembourg, our revenue increased by 3% year-on-year, despite ongoing challenges in the market. Our business delivered a resilient performance, driven by our focus on client profitability. Our EBITA margin decreased to 4.7%, down 90bp year-on-year.

EBITA



iberia.



61,800
candidates
(weekly avg)
(2021: 60,400)

26,600
permanent
placements[1]
(2021: 15,300)

211
branches
(2021: 214)

162
inhouse locations
(2021: 166)

[1] Numbers include RPO.

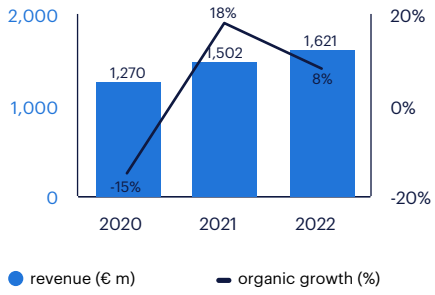
2,610
corporate employees
(2021: 2,160)

77%
of whom women
(2021: 76%)

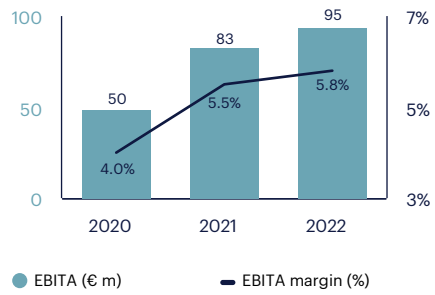
55%
women in senior leadership
(2021: 54%)

8.0
employee engagement score
(2021: 8.2)

revenue



EBITA



Spain and Portugal both delivered a robust performance in 2022. Revenue growth in our Iberian business was up 8% year-on-year, with EBITA margin up 30bp to 5.8%. In addition, in Q1 2022, Spain announced the acquisition of Avanzo, an expert in training and development solutions.

spain

Growth in Spain was broad-based. Revenue was up 9% year-on-year. Our Staffing and Inhouse businesses increased by 8% year-on-year and our Professionals business increased by 34% year-on-year. In addition, we saw increased demand for permanent placements and other HR services. An improved business mix and strong pricing discipline helped to increase our profitability.

portugal

Overall, revenue increased 4% compared to 2021, and profitability improved year-on-year due to targeted investments in high-value propositions and pricing discipline.

other european countries.



60,200
candidates
(weekly avg)
(2021: 63,400)

19,800
permanent
placements[1]
(2021: 18,400)

267
branches
(2021: 252)

227
inhouse locations
(2021: 268)

[1] Numbers include RPO.

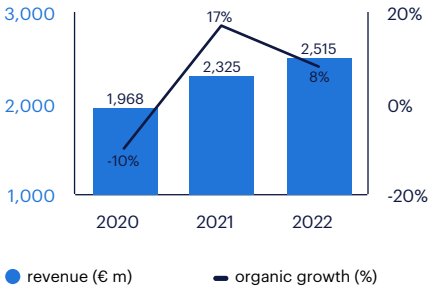
4,020
corporate
employees
(2021: 3,670)

67%
of whom
women
(2021: 68%)

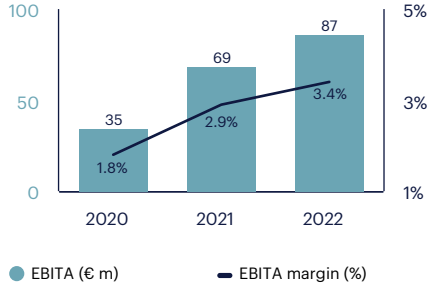
51%
women in
senior leadership
(2021: 49%)

8.1
employee
engagement score
(2021: 8.2)

revenue



EBITA



Revenue increase for 'other European countries' was 8% year-on-year in 2022, while EBITA margin increased 50bp due to an improved business mix.

united kingdom

UK revenue grew 8% year-on-year, benefiting from a strong perm business, which was up 20% year-on-year. As a consequence, our overall profitability increased year-on-year.

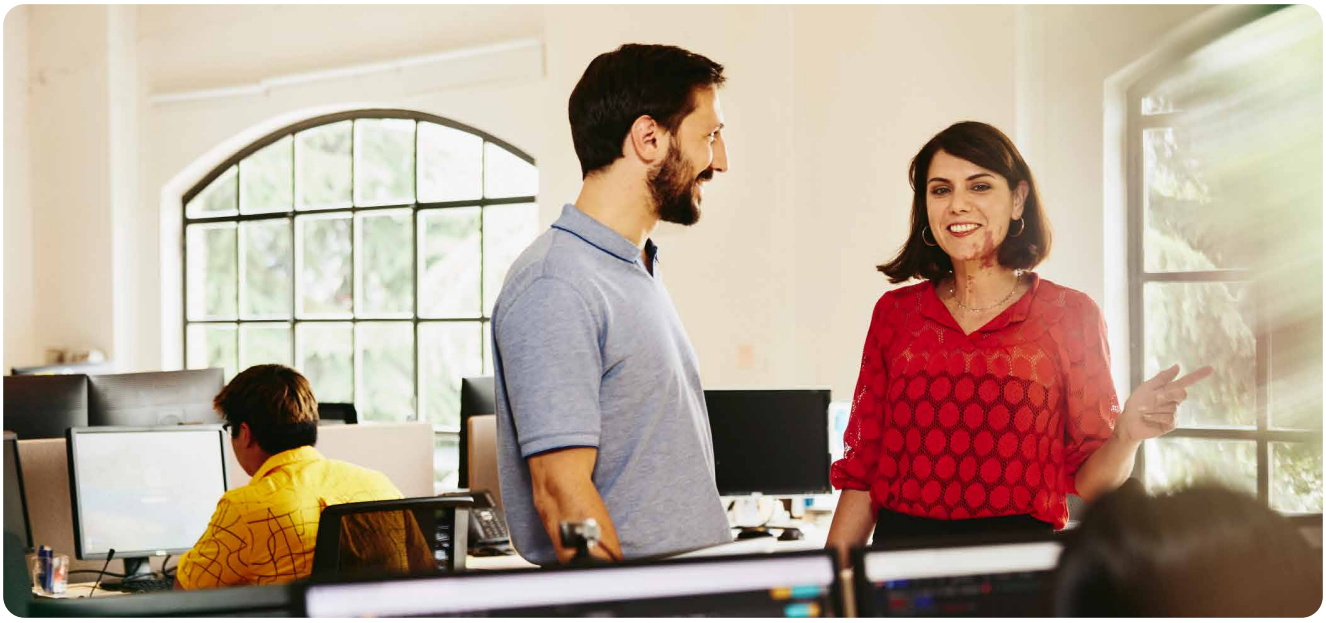
poland

Poland declined 1% year-on-year in 2022, reflecting supply chain challenges.

nordics

In the Nordics, we saw a 13% year-on-year revenue increase in our combined businesses. In Sweden and Denmark, revenue increased by 9% and 4% year-on-year respectively, while in Norway we grew our revenue by 28% year-on-year.

other european countries.



switzerland

Overall revenues increased in Switzerland combined with an improved profitability year-on-year.

austria

In Austria, revenue increased 16% year-on-year.

hungary, turkey, czech republic, greece, and romania

In Hungary, our revenue increased 8% year-on-year. In the Czech Republic, revenue decreased by 7% year-on-year. In Turkey, revenue increased 51% year-on-year. Revenue in Greece increased by 7% year-on-year, while Romania grew 48% year-on-year.

rest of the world.



142,300
candidates
(weekly avg)
(2021: 134,600)

50,100
permanent
placements[1]
(2021: 41,700)

214
branches
(2021: 177)

91
inhouse locations
(2021: 74)

[1] Numbers include RPO.

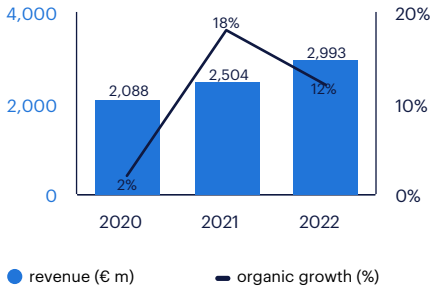
6,470
corporate employees
(2021: 5,530)

58%
of whom women
(2021: 57%)

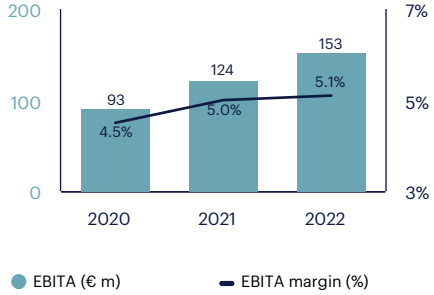
31%
women in senior leadership
(2021: 32%)

8.1
employee engagement score
(2021: 7.9)

revenue



EBITA



Revenue in the 'rest of the world' region showed solid profitable growth, with revenues up by 12% year-on-year. EBITA margin improved 10bp to 5.1% in 2022. Our 'rest of the world' business continued to strengthen and diversify its portfolio throughout 2022.

japan

Overall, Randstad Japan increased its revenue by 11% year-on-year. Growth was broad-based, with significant growth in Professionals, including IT and engineering. Profitability was lower due to investments in technology and growth initiatives.

australia and new zealand

Revenue for the region was up 14% year-on-year, with targeted investments made to strengthen our portfolio. Permanent placements were up 17% year-on-year, attributed to strong demand in the Professionals sector, particularly in IT and other business support sectors. As a result, profitability strongly improved year-on-year.

In Q3 2022, Randstad acquired the Finite Group, which specializes in technology recruitment, IT consulting and a broad array of IT and digital professional services.

rest of the world.



india

Revenues in India grew by 16% year-on-year. A strong focus on enhancing business mix and targeted investments resulted in Randstad India delivering solid profitability.

china and other asian markets

China declined by 2% year-on-year, impacted by COVID-related measures. Hong Kong continued to deliver strong growth. Revenue was up 29% year-on-year and permanent placements grew 24% year-on-year.

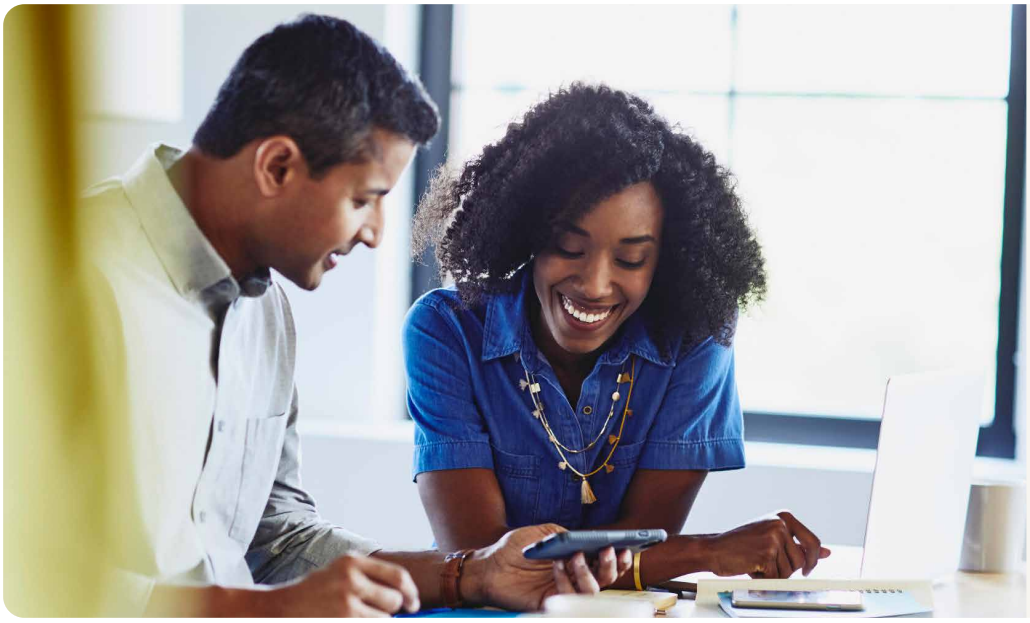
In addition, Singapore improved its business mix, resulting in a significant improvement in profitability. In addition, Malaysia approximately tripled its revenue year-on-year.

latin america

In Latin America, all our businesses continued to deliver significant profitable growth, while strengthening new concepts and focusing on improved business processes.

Revenue in Brazil was up 20% year-on-year. Argentina achieved another solid year, with revenues up 10% year-on-year, despite operating in a hyperinflationary economy. Chile generated sound revenue growth, while revenue in Mexico decreased year-on-year, reflecting changes in legislation.

global businesses.



9,000
candidates
(weekly avg)
(2021: 9,500)

87,500
permanent
placements[1]
(2021: 59,500)

131
branches
(2021: 135)

[1] Numbers include RPO.

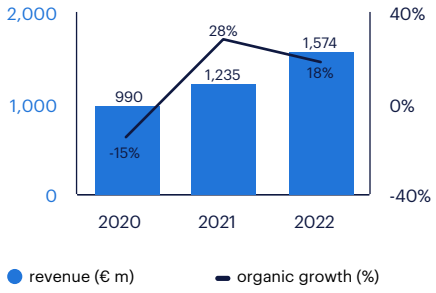
8,290
corporate employees
(2021: 5,540)

62%
of whom women
(2021: 61%)

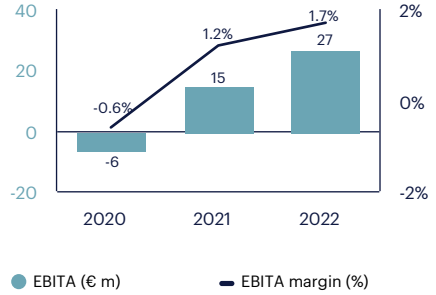
49%
women in senior leadership
(2021: 47%)

8.0
employee engagement score
(2021: 8.0)

revenue



EBITA



Revenue in Global Businesses increased organically by 18% year-on-year. EBITA margin improved 50bp to 1.7% in 2022.

Randstad Sourceright, our global organization offering MSP and RPO services, grew by 23% year-on-year, with profitability above group average. In particular, our RPO business grew 64% year-on-year, driven by increased demand for our enterprise solutions amidst a talent-scarce market. Monster, our online talent recruitment platform, experienced low-single-digit revenue decline year-on-year. We have invested in transforming Monster using new technologies, developing new business models and optimizing the talent journey. RiseSmart, our reskilling and talent mobility platform, experienced low-single-digit revenue decline year-on-year, with limited demand for outplacement services in a tight labor market.



risk & opportunity management.

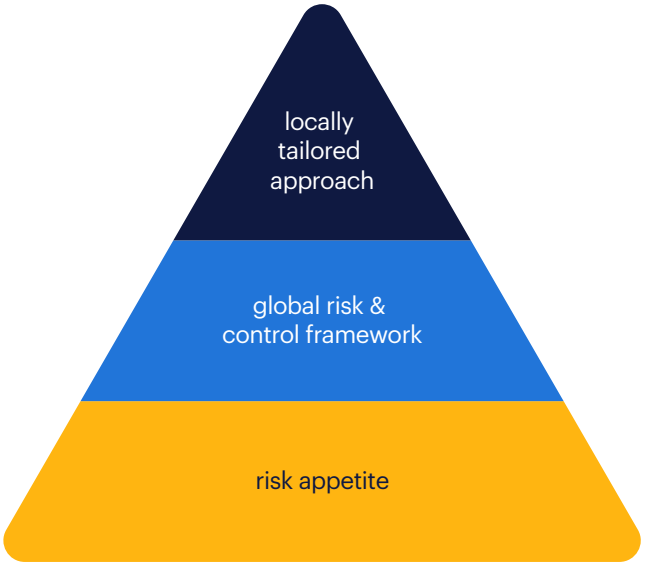
Risk and opportunity management is essential to help us achieve our strategy. While entrepreneurship and innovation are stimulated throughout the organization, there are measures in place to define the risk boundaries and opportunities in steering our business in the right direction, especially in the current post-pandemic period. This section provides an overview of our Risk & Control framework and its effectiveness in order to substantiate our Risk & Control statement.

risk profile and approach

We have a wide coverage in both mature and emerging markets as well as in industries with varying degrees of economic and regulatory developments, market dynamics and competition. As a result, we are faced with continuous changes, which may impact our risk and opportunity exposure. At the same time, a risk such as employee displacement due to an economic slowdown presents new opportunities for some of our business lines, such as RiseSmart. Consequently, agility and adaptability are key in our risk and opportunity management approach.

risk appetite

Our risk appetite is derived from our strategy and priorities, and is broken down into four risk areas:



Our local-for-local business steering provides agility in converting risks into opportunities. We manage our risks and opportunities through the boundaries defined by our risk appetite. Global policies and frameworks are then developed to support local management in determining the best approach in light of local circumstances.

risk areas	averse	prudent	balanced	open	hungry
strategic E.g., new markets/services, new technology/ innovation, culture, M&A			■		
operational E.g., service concepts, contract & delivery, IT & security, talent management, sustainability		■			
finance & reporting E.g., tax accounting, credit management, treasury, statutory reporting		■			
compliance E.g., data protection, labor law, workplace health & safety, competition law, tax	■				

→ risk & opportunity management.

The table 'Sensitivity analysis' illustrates the impact of the various changes and trends on our revenue, gross margin, operating expenses, and currency and interest rates on our EBITA. Typically, a trend will include a number of these elements.

sensitivity analysis

	change	impact	on	assumption FY 2022
Revenue	+/-1%	+/-€ 58 million	EBITA	Flat gross margin, no change in cost base
Revenue	+1%	+ € 29 million	EBITA	Flat gross margin and 50% conversion
Revenue	-1%	- € 29 million	EBITA	Flat gross margin, 50% recovery
Gross margin	+/-0.1%	+/- € 28 million	EBITA	Flat revenue, no change to cost base
Gross margin	+0.1%	+ € 14 million	EBITA	Flat revenue, 50% conversion
Gross margin	-0.1%	- € 14 million	EBITA	Flat revenue, 50% recovery
Operating expenses	+/-1%	+/- € 46 million	EBITA	
USD	+/-10%	+/- € 30 million	EBITA	Stable revenue and margin in US
JPY	+/-10%	+/- € 6 million	EBITA	Stable revenue and margin in Japan
CAD	+/-10%	+/- € 4 million	EBITA	Stable revenue and margin in Canada
AUD	+/-10%	+/- € 2 million	EBITA	Stable revenue and margin in Australia
CHF	+/-10%	+/- € 2 million	EBITA	Stable revenue and margin in Switzerland
GBP	+/-10%	+/- € 2 million	EBITA	Stable revenue and margin in UK
Interest rate	+100 bp	- € 3 million	Financial charges	Average net debt 2022
Interest rate	+200 bp	- € 7 million	Financial charges	Average net debt 2022
Net debt	+/- € 200 million	+/- € 1 million	Financial charges	Average interest rate on 2022 drawings

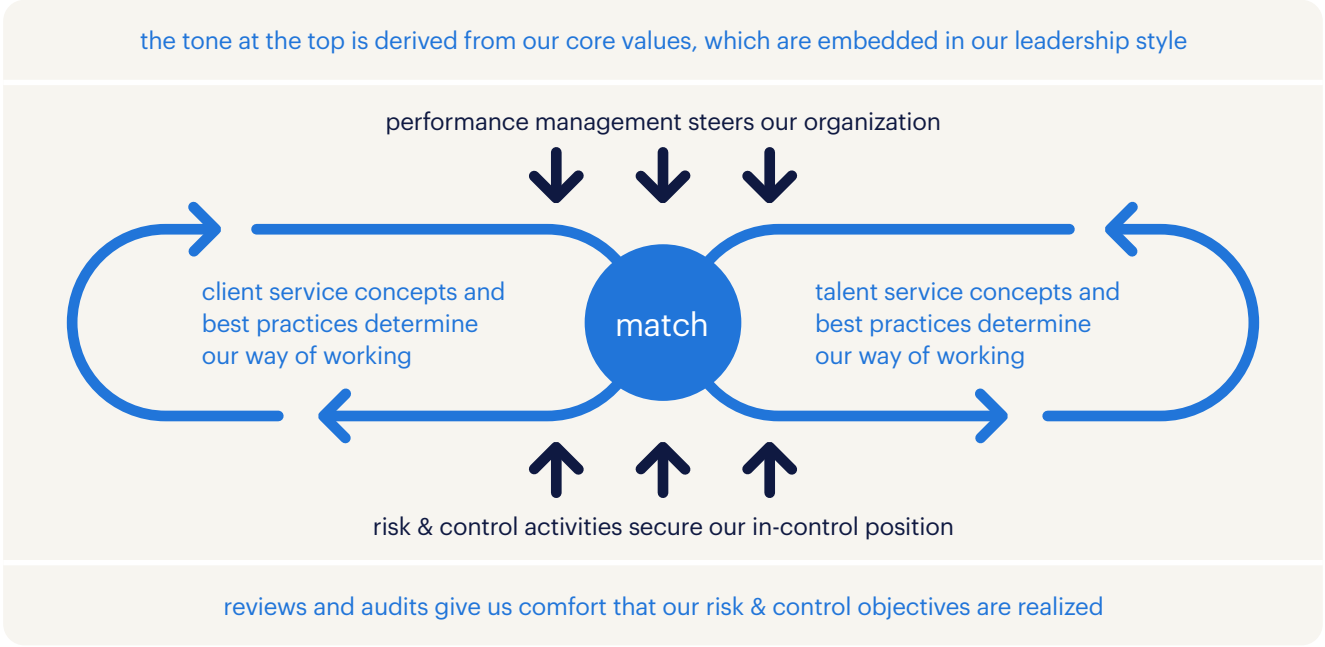
risk & control framework

Our global Risk & Control framework is designed to secure the Group's in-control position. The components provide Group-wide comfort in terms of key controls, while facilitating the agility to adapt to local circumstances, enabling entrepreneurship and innovation. The components of the framework are shown in the Risk & Control framework diagram, which is aligned with the internal control framework and enterprise risk management framework of the Committee of Sponsoring Organizations of the Treadway Commission (COSO) and elements from various other management control models. Factors that we consider in our Risk & Control framework include the size, service offering, and local regulatory and market environment of each operating company.

Operating companies and global departments assess the components of the Risk & Control framework at least once every six months. The results of these assessments, including improvement plans, are discussed by local management, the Business Risk & Audit function, and the Executive Board member responsible for that country or business line. Internal audits are executed to evaluate these self-assessments. Every six months, the Business Risk & Audit function reports to the Executive Board and the Audit Committee on the state of the Group's in-control situation. The Executive Board and Audit Committee set priorities and provide guidance to further enhance control throughout the Group.

→ risk & opportunity management.

risk & control framework



tone at the top and culture

The tone at the top is derived from our core values, which are embedded in our leadership style and determine our culture. Randstad benefits from strong leadership, built up over 62 years. We have been able to extensively develop management by example, based on our core values and business principles.

Upon joining our company, our employees receive training in the business principles and acknowledge that they will comply with them. Periodic refresher training on core values, business principles, and relevant compliance policies is also in place. These training programs also form a crucial part of our strategy with regard to integrating acquired companies.

A misconduct reporting procedure is in place, which enables people to report any suspicions they have of wrongdoing via our Integrity Line (a secure phone line and web access). All complaints are assessed and investigated where necessary by the local integrity officers and/or the central integrity officer, together with the Business Risk & Audit function. An Ethics & Compliance Committee monitors worldwide case handling and the development of our company's culture. When deemed necessary, disciplinary actions and mitigating controls are put in place. For more details, see the section on misconduct reporting (see page 72).

The Randstad in Touch employee survey is conducted at least every quarter. This allows us to monitor employee engagement on a departmental level and provides indicators of the tone at the top in each operating company and at our head office. The survey results are reviewed by Global HR, the Executive Board and various management layers, and they are discussed within the departments. Based on these periodic reviews, action plans are initiated at departmental level. These analyses prove to be a good indicator of our company culture and facilitate open dialogue within the company, especially now that many employees are still working remotely.

Randstad ensures that professionals in the legal, tax, treasury, accounting and audit functions have and maintain an appropriate level of professional knowledge by providing access to training and other development possibilities. Knowledge of the organization and its businesses is derived from regular meeting with and review of the operating companies worldwide. For example, our tax function works closely with HR to attract and develop its tax professionals, using a focused recruitment strategy to obtain the most qualified talent. Our training equips our tax professionals to deal with

potential tax dilemmas in line with the Group's tax policy (see page 81).

performance management

Performance management is at the heart of our organization. Scenario planning and forecasts of our operating companies are set in accordance with strategic priorities and market trends. Operating companies also describe their main risks and opportunities in their quarterly risk registers and half-yearly control situation summary reports.

Our operating companies report on various performance indicators relating to financial and non-financial results, underlying process activities, and people. By setting reporting dates, performance indicators, and formats, as well as including risks and opportunities in our quarterly management reporting pack, we provide clarity that enables us to plan ahead, without disrupting our focus on day-to-day activities. By combining this planning and control cycle with our focus on activity-based field steering, our monitoring systems are continuously improving and giving more depth to discussions in the business review meetings and Great Conversations. See the section 'performance management (see page 93)' for more details.

Our integrated reporting framework guidelines prescribe detailed non-financial performance indicators. For further details, please refer to the non-financial KPIs in the integrated reporting framework (see page 44).

service concepts and best practices

Our service concepts and best practices determine our way of working. Our service concepts provide best practices for our core commercial operations and are tailored to local practices and market conditions.

Blueprints describe our operational best practices for key processes and govern how these processes are operated at the local level. Blueprints covering key processes such as the financial close process, contract-to-cash, payroll, project management, and procurement-to-payment are regularly updated to achieve alignment with the latest risk developments and in view of sharing good practices.

We have a framework of global policies that cover compliance in multiple areas. These include our approval & information requirements policy, finance manual, fair competition policy, human rights policy, gifts & hospitality and anti-bribery policy, environmental policy, corporate citizenship & philanthropy policy, data protection policy, information security policy, IT general control framework, health & safety policy, and travel policy. The global health & safety policy was updated in 2022.

risk & control activities

Risk & Control activities secure our in-control position. Our operating companies compile risk registers quarterly to identify the local business risks and opportunities, together with action plans and deadlines for addressing them. The aggregated data enables us to get insight into the most important risks impacting the Group, and their correlation. The overall consolidated risk profile is discussed twice a year by the Executive Board and with the Audit Committee. In 2022, a risk appetite assessment dialogue was initiated for the Supervisory and Executive Board to reaffirm the Board members' risk appetite as shown earlier.

Our key control framework contains key operational, compliance and financial risks, and the practical controls to guide all operating companies. The structure of the key control framework is organized around Randstad's core process: the matching of clients and talent. Every six months, operating companies perform self-assessments for the relevant controls in accordance with the size of their business. The results are subsequently challenged by the Business Risk & Audit function and evaluated during the audit of the related processes. The key control framework is updated annually to ensure continuous improvement, for example in our IT and cyber security posture.

Key tax risks are also governed by our key control framework, in which the tax controls are embedded. The tax control framework forms the basis of all our tax risk management actions globally and covers all the tax functions as performed within the Group. The purpose of the tax controls is to ensure that the Randstad Group is in control of all its tax compliance obligations and does not incur any unexpected material tax charges. The tax control framework is regularly reviewed, both internally and as part of the external audit of the annual accounts.

Our tax control framework and transparent way of working help to recognize potential tax disputes and controversies at an early stage. Discussing and solving such issues contributes to minimizing our contingent tax position.

Our insurance risk program follows the same principles as our global Risk & Control framework. Insurable risks are

→ risk & opportunity management.

periodically assessed, and Group-wide risks are either retained or transferred to the insurance market under our global or local insurance programs. We regularly review insurable risks and our insurance policy coverage, as well as the credit ratings of our insurers.

reviews and audits

Reviews and audits provide assurance that our Risk & Control objectives are being realized.

The semi-annual control framework assessments on operating company level lead to a Group-wide in-control benchmark discussion in meetings of both the Executive Board and the Audit Committee. In these discussions, Risk & Control priorities are set, and the quarterly rolling Global Business Risk & Audit plan is updated and agreed. The quarterly Global Business Risk & Audit plan is risk-based. In 2022, the Executive Board identified several focus areas, such as pricing and credit management, business concepts, investment programs in digital technology advancements, workplace health and safety (as part of human rights compliance), payroll processes (as part of human rights compliance), talent attraction, client delivery and KPI/bonus management.

The Business Risk & Audit function leads the internal audits and collaborates closely with other global departments (most commonly Accounting, Legal, and Tax). Findings, root causes and action plans from the audits are discussed with the responsible management. The internal audit reports are submitted to the Executive Board member responsible for that operating company and to our global CFO. The progress of action plans is monitored by local management, the Business Risk & Audit function, the Executive Board, and the Audit Committee.

We have an internal audit manual, which is aligned with global professional standards. In addition, standard audit programs are used for key processes such as business concepts, client delivery, payrolling, information security, and workplace health and safety.

Through our global tax control framework, the tax controls in our key control framework, the use of advanced technology, tax control, data management, and reporting of tax-related issues and risks, Randstad has full insight into its tax risks, and balances these against its tax risk appetite. Tax risk management is subject to frequent (external) audit review and reporting to the Executive Board and Audit Committee. The global tax compliance and control function makes extensive use of data from financial systems. Randstad applies selected available finance and tax technology to ensure proper tax compliance and tax control. The finance function of each and every operating company ensures that tax data elements within the financial systems are in accordance with local requirements.

The Group-wide Business Risk & Audit function provides a platform for sharing good practices, and is a sounding board for emerging opportunities, risks, and possible internal control gaps. The function consists of a cross-

putting the framework into practice

framework component	practical applications to our business			
tone at the top	Core values and business principles	Induction and refresher training	Employee surveys	Misconduct reporting procedure
performance management	Strategic plan and forecasts	Scenarios and conversion ratio monitoring	Planning, reporting and review cycles and activity-based field steering (ABFS)	Business review meetings
service concepts and best practices	Global concepts and commercial best practices	Corporate policies and procedures	Blueprints (operational best practices)	Authorization levels
risk & control activities	Risk register	Key control framework	Risk & Control network activities	Global insurance program
reviews and audits	Semi-annual Risk & Control framework assessments	In-control benchmarks	Internal audits	In-control statement for each operating company

disciplinary team with Business Risk & Audit staff from the operating companies. Where needed, experts are involved in audits. For additional reassurance, BDO has been engaged to perform financial audits and controls assessment in multiple countries.

In 2022, we detected a few cases of fraud, involving, for example, the recording of and the payment of fictitious hours of temporary workers. These fraud cases were investigated and, in cooperation with local management, corrective actions were taken. These cases involved small amounts of money and had no material impact on the results of the Group. Cases have been communicated internally and were used to create awareness and improve fraud prevention. Every year, we conduct a global fraud risk assessment, and the results are discussed in the Executive Board and the Audit Committee.

tax risk management

Tax risk management is integrated in our risk & opportunity management. For transparency reasons, we have highlighted some of the integrated tax risk-related items in this section.

tax risk appetite

Our tax risk appetite in relation to tax compliance is 'averse', which means that we aim to be fully compliant with tax laws and regulations in all respects. In relation to tax planning, we take a balanced approach. This is implicitly derived from the fact that doing business as a multinational company, engaging in cross-border services and related inter-company charges, always carries the risk that local fiscal authorities take a deviating unilateral position on the company's actions. We ensure that all withholding taxes are in accordance with applicable tax laws and treaties, and that Randstad's transfer pricing follows the OECD standards and are at arm's length.

tax risk management

In the highly regulated HR business, which may differ from country to country, Randstad's local and global IT systems form the fundamental enablers for tax and legal compliance. All tax-relevant data or changes in data required to be in compliance with applicable tax laws and regulations are identified on an ongoing basis. Depending on the (local) IT infrastructure, tax data requirements are embedded in either front-, mid-, or back-office systems. Up-to-date technology systems are fundamental and are therefore in place to manage tax data that are relevant for tax compliance, tax accounting, tax monitoring, and tax risk management. The global pandemic has resulted in a higher frequency and complexity of changes in regulations related to (payroll) tax and government grants.

execution of our tax strategy

Randstad has aligned its tax strategy with its business strategy based on the principle that 'tax follows the business'. This alignment is considered to be important and is embedded in the governance of Randstad, whereby the Managing Director Global Tax reports to the Group CFO/ EB member. In this reporting line, which results in frequent bilateral meetings, synchronization takes place at strategic level. Randstad's tax strategy is described in our Global Tax Principles. The effectiveness of this strategy depends on the quality of its implementation and execution, which is therefore closely monitored by means of various processes and reporting tools. By doing so, Randstad is able to keep the implementation of the tax strategy aligned with the implementation of the business strategy. This refers to all aspects of implementation, such as Tax Risk & Opportunity Management and Tax Compliance & Control.

Randstad has internal (reporting and steering) processes in place to anticipate in detail to all tax positions based on forecasts in order to subsequently analyze and monitor actual financing, cash and tax positions in the P&L and balance sheets of all legal entities worldwide on a monthly and quarterly basis. The company also closely and continuously monitors the details of all worldwide tax loss carry forward positions, uncertain tax positions, and ongoing and announced tax audits on the basis of various internal reporting processes. The preparation (and/or review) and subsequent filing of all relevant corporate income tax returns worldwide has been outsourced to a third-party tax firm. This tax firm also facilitates tooling to monitor both the compliance process and the tax data/ positions that are relevant for the implementation and execution of Randstad's tax strategy in order to validate whether it is still aligned with the overall business strategy.

risk & opportunity management.

in-control statement

Operating companies submit their in-control statements semi-annually. This statement certifies that the corporate policies have been complied with and explain any exceptions or deviations that have occurred. The statement also includes the acknowledgment by all our operating company leaders that their operating companies comply with all laws and regulations. In this way, each country explicitly reconfirms compliance with rules and regulations, on a semi-annual basis. Compliance with all applicable tax laws and regulations is an essential part of our operations and in-control statement. A large part of those applicable laws and regulations are guided by international standards, such as the OECD Guidelines. We aim to comply with the spirit as well as the letter of the law. The in-control statement explicitly confirms that all local tax declarations and returns have been prepared in accordance with the global Randstad policies and guidelines to assure global tax compliance. The internal in-control statement forms a cascaded certification, which assists the Executive Board in determining our in-control situation as required by the Dutch Financial Supervision Act.

In their audit plan, Deloitte, our external auditor, covers all financially significant operations. As such, these audits are an important supplement to our own monitoring and audit activities.

The Audit Committee is informed about the results of both external and internal audits. The role of the Audit Committee includes monitoring the risk management and control systems, the quality of the financial information, and the follow-up of recommendations made as a result of the audits. More information can be found in the report of the supervisory board (see page 172) and in the section corporate governance (see page 160).

our main risks

Our main risks are those that threaten the achievement of the Group's objectives as well as the in-control position of the Group over the next three years. The post-pandemic recovery, persistent inflationary trend, and extended geopolitical conflicts and tensions have altered our risk profile vis-à-vis higher interest rates and extended supply chain disruption. These have contributed to greater uncertainties in the near term.

The main risks from the prior year continue in the current period with heightened intensity, such as increased talent scarcity calling for greater urgency and more innovative measures to differentiate us from the competition.

The overview on the next page depicts the main risks (categorized into four areas: Strategic, Operational, Financial & Reporting, and Compliance) that could prevent us from realizing our financial and non-financial strategic targets. The overview also shows how we address these risks through the six sections of our strategic roadmap.

The following pages provide a more detailed description of our main risks in 2022, including the actions taken to mitigate these risks and any related opportunities. This list should not be considered exhaustive.

→ risk & opportunity management.

our risks related to our strategic elements

	strategic elements[1]						
	leveraging differentiators			value through portfolio			
	global collaboration	power of data	talent experience	expand presence	lead in winning sectors	grow enterprise clients	seek new partnerships
strategic risks							
Changing macroeconomic and regulatory conditions				●	●	●	●
Technological disruption	●	●	●	●			●
operational risks							
Local market volatility and unpredictability	●			●	●	●	●
Contract liability and delivery	●		●	●	●	●	●
Information technology and cyber security	●	●		●	●	●	●
Talent attraction and retention			●	●	●		
finance & reporting risks							
Credit risk				●	●	●	
compliance risks							
Data protection regulations	●	●	●	●		●	●
Tax and labor regulations	●			●			●
Workplace health andsafety regulations	●		●	●	●	●	●
Competition regulations				●			●

1 Strategy: leveraging our differentiators, creating value through our portfolio.

→ risk & opportunity management.

strategic risks

risks	current risk-mitigating actions	opportunities
changing macroeconomic and regulatory environment Recovery from the pandemic went hand in hand with increased geopolitical tensions, which affect the economic outlook, supply chain, talent mobility and government policies (e.g., sanctions, view on temporary employment). These developments could increase the business operational and compliance costs, as well as possibly reduce demand.	Through our strategy, we continue to embrace technology to achieve the next phase of growth. The current situation has accelerated this ambition. In steering the local businesses, we adopt a balanced approach by managing adaptability and maintaining agility, as well as making Randstad's unique experience available to clients and talent worldwide. Global policies and risk reporting ensure that risk boundaries and opportunities are defined at a local level and that performance is monitored continually on a timely basis. In addition, the Executive Board met frequently to closely manage the challenges brought about by the increasingly uncertain economic landscape.	The accelerated digital transformation creates opportunities for innovative HR solutions as we seek to reinforce our leading role in the HR services industry for years to come. Local businesses have the autonomy to respond to changing market conditions in order to seize opportunities, achieve greater customer satisfaction and revenue growth.
technological disruption Continuous technological disruption and the new norm of 'hybrid working' have changed the business dynamics, including traditional recruitment and staffing business models. New delivery platforms, non-traditional competitors, and innovative remote engagement and delivery approaches are becoming the norm, and their presence is felt in the market. Inaction in these areas may result in reduced competitiveness or even affect the viability of the business.	Our digital strategy enables us to transform our business models in order to stay ahead of the competition. Operational staff is involved in all our digital ventures to maximize acceptance as part of our change management strategy. Randstad increasingly provides talent with data-driven support throughout their working lives and clients with data-driven support in workforce decisions.	By leveraging our data-driven insights to create unique offerings, we are well positioned for further growth and creating sustainable value.

→ risk & opportunity management.

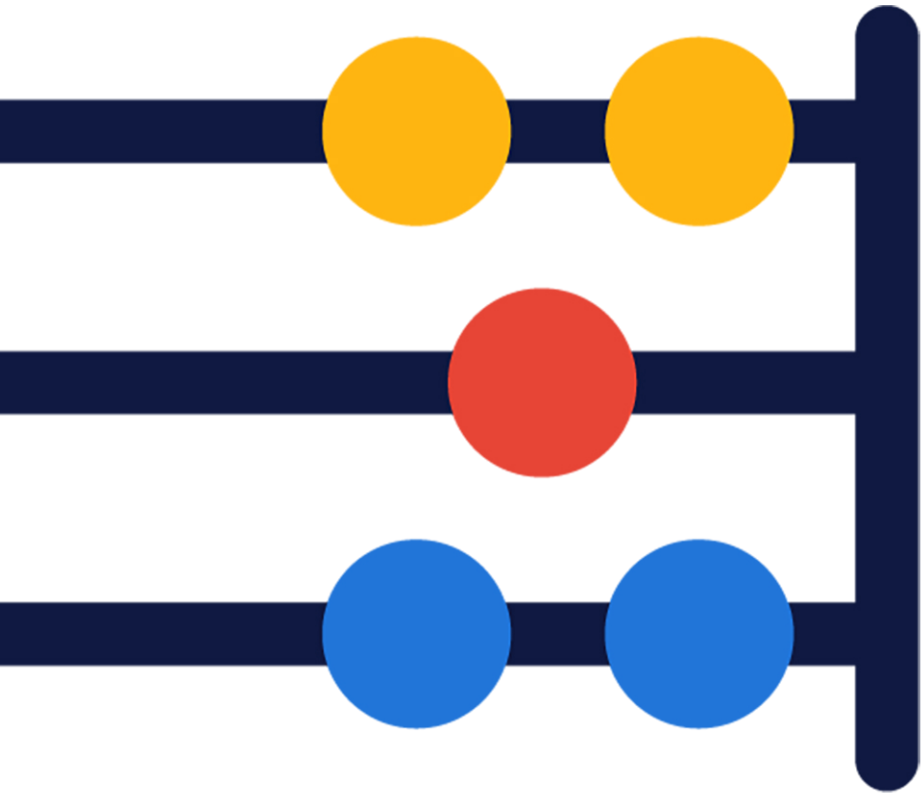
operational risks

risks	current risk-mitigating actions	opportunities
local market volatility and unpredictability Local and sector-industry economic volatility, political uncertainties, and regulatory changes have created a business environment that calls for agility and a high degree of preparedness. Key developments in the different market segments necessitate fast and decisive actions. Failure to quickly and accurately manage the changes will have an adverse impact on both tactical (e.g., market mix) and operational (e.g., delivery) aspects, consequently preventing us from achieving outperformance.	We have scenario planning in place to prepare for major developments in our markets. Our strong culture, core values, and global policies and frameworks, combined with a local-for-local approach, provide the framework and freedom to act promptly in response to local conditions. We follow the adagio of 'fish where the fish are', which means we ensure that resources are allocated to growth markets and sectors.	Being prepared and able to quickly respond to market conditions will help us in meeting the market needs, thereby strengthening our reputation and profitability. Throughout 2022, we supported talent in returning to work, providing training and reskilling services where necessary.
contract liability and delivery For contract liability, clients continue to request that we take a greater share of the liability for our temporary staff while on their premises and under their supervision. The post-pandemic situation enabled back-to-office work arrangements, but hybrid work arrangements appear to be the popular trend. Service delivery may not be optimized if the delivery process is not well integrated. Accepting inappropriately high contractual liability while not having a robust delivery process for the post-pandemic era could result in a client making a claim that would materially affect the Group's results.	We encourage the use of standard contracts. Non-standard contracts are always reviewed by the local legal department, with guidance provided by the global contract approval policy. Contract liability is addressed by means of delivery monitoring carried out by local businesses, while insurance is arranged at the global level. We continue to strengthen our contracting and delivery processes by introducing blueprints on contract-to-cash, concepts, and the payroll process. Compliance reviews are also conducted on a regular basis, especially for contracts with significant liability exposure.	Optimizing contract liability arrangements and delivery will improve our bottom line as well as our reputation as a leader in HR services.
information technology and cyber security Technology is a core enabler of our business and its importance is unprecedented with the continued extensive remote working and delivery arrangements. IT security risks, including cyber attacks, could result in downtime, inability to deliver, or leaking of personal data and company-sensitive information. This poses significant financial and reputational risks.	We have standardized and strengthened our IT governance. Information security related controls have been included in our IT control framework and self-assessment process to ensure their implementation. Initiatives to accelerate the control enhancements on critical topics such as cyber threat monitoring, IT third parties, access, software development, incident management, business continuity, and disaster recovery are ongoing. These will continue to be key priorities in 2023.	Enhanced security capabilities protect our information assets, including talent data, and ensure undisrupted service delivery to our clients. Consequently, this increases people's trust and confidence in us. Optimizing IT risk assessments and business risk assessments in relation to IT will help to further balance the value and cost of IT in supporting our business processes.
talent attraction and retention People are our most important asset, and talent is scarce in a competitive market. If we are unable to attract, develop, and retain the right people, we could fail in realizing our objectives.	Talent management is a critical topic, and we perform monthly surveys and reviews on this. To optimize talent management, we conduct Great Conversations throughout the year. In these regular meetings with their manager, our employees discuss their ambitions and professional development, as well as how they can best contribute to making Randstad an employer of choice. Talent mobility is evident between departments, as well as between countries. In addition, our employee share plans help to align employees' interests with the organization's long-term growth.	Successful talent management improves employee quality and increases employees' loyalty. This will ensure an adequate pipeline of talent, with the aim of delivering results for our clients, our talent, and our shareholders.

risk & opportunity management.

finance & reporting risks

risks	current risk-mitigating actions	opportunities
credit risk Delay in client payments or insolvency of major clients will lead to greater usage of operating working capital and increased interest costs, which ultimately affects the Group's results. The inflation-induced economic uncertainties have intensified this risk in recent periods.	Our contract-to-cash blueprint promotes best practices on invoicing and credit control. Billing and credit management remain included as key audit topics. On a regular basis, the collection status is monitored and reported, with allowances made for expected credit losses. In addition, an international credit committee has been set up to exchange views on developments in various industries and to share best practices, particularly (but not exclusively) in developing and utilizing data-driven client credit worthiness assessments. Further details on credit risk and other financial instruments risks are provided in note 3 to the financial statements: 'capital and financial risk management (see page 205)'.	With tighter credit and collection practices being rolled out globally, lower operating working capital will be needed.



→ risk & opportunity management.

compliance risks

risks	current risk-mitigating actions	opportunities
data protection regulations The EU General Data Protection Regulations came into effect in May 2018. For the rest of the world, legislation on personal data protection is also becoming more stringent. Our talent, clients and employees expect us to handle their personal data in a trusted and transparent manner. Without sufficient measures to protect personal data, we are at risk. New and complicated laws expose us to a higher risk of non-compliance, resulting in possible claims, fines, business suspension, and reputational damage. In addition, recent extensive remote working arrangements have increased the likelihood of this risk.	Our Global Data Protection Policy has been localized for all operating companies. Supporting tooling for maintaining a Data Protection Processing Activities Register and privacy and supplier risk assessments have been rolled out. Ongoing quarterly local data protection self-assessments and reviews are in place to better prepare our local businesses in adopting and complying with the relevant data protection and artificial intelligence legislation. In 2022, we strengthened the creation, implementation and management of a strategic and comprehensive data security management and IT risk management program, aligned with the global business strategy. In addition, a data ethics governance process, which includes a Data Ethics Board, was launched to ensure data is used in the most ethical and socially responsible manner.	Improved data protection compliance capability strengthens the confidence of talent and clients with regard to our service standard.
tax and labor regulations Complex and changing tax (e.g., VAT, CIT and wage tax), labor and social security regulations could lead to a lack of clarity and errors in wages and a greater need for social security and payroll tax compliance, which could result in possible disputes, claims, and fines, as well as increased operational costs. At the same time, legislative changes that aim to align salaries between contracting and permanent roles are evident throughout the world. The pandemic has also resulted in a higher frequency and complexity of changes in regulations relating to (payroll) tax and government grants. Tax risks of potential non-compliance with local tax laws and regulations include the risk that tax authorities take a different view on cross-border inter-company transfer pricing or tax treaty eligibility, which may potentially lead to double taxation.	In 2020, we increased the frequency and robustness of controls with regard to these areas, which included the sharing of good practices globally. This was in response to the increased complexity and frequency of changes to laws relating to payroll and government subsidies. We now monitor the legal requirements on equal wage, social securities and minimum pay on a weekly basis, and have implemented controls to check compliance with these regulations where relevant. We perform periodic reviews of the payroll processes (including related policies and procedures) of selected countries, and involve subject matter specialists as needed. Labor compliance reviews were also conducted in 2022.	In our payroll audits, we also focus on identifying good practices to be shared among countries, thereby enhancing the overall robustness of the payroll process.
workplace health and safety regulations Before the pandemic, our talent mostly worked at our clients' premises. However, the pandemic has accelerated hybrid work arrangements. This way of working is still very popular in the post-pandemic period. As we do not have control over talent's working conditions at home, our talent may be exposed to a hazardous work environment. This may result in increased medical claims, absenteeism, dissatisfaction, and worker strikes.	Randstad's global health & safety policy promotes health and safety, aiming for a continuous decline in harm done to people. By adopting this policy, operating companies commit to assessing their local environment. Some operating companies have dedicated specialists who look after the health and safety aspects relating to talent. Detailed protocols are in place to ensure safe work environments for both talent and our own employees. 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 global Health & Safety Policy was updated in 2022.	Heightened awareness and sharing of good practices among operating companies help to boost workplace satisfaction and our reputation as a trusted HR partner.
competition regulations Competition authorities are increasingly active in the enforcement of competition and antitrust law. Infringements of such laws may occur if, for example, information is intentionally or accidentally shared with competitors. Such infringements could result in material fines or penalties, or litigation with clients, each of which could harm our brand.	Training with regard to competition law compliance, our core values and our business principles forms an integral part of our onboarding and refresher programs. Management needs to ensure that written acknowledgment is obtained that such training has been understood and that compliance is observed. We encourage our employees to report any (suspected) breaches they find through the misconduct reporting procedure. When developing new business models or concepts, our Legal departments (and if necessary competition law experts) are consulted to ensure compliance. Consistent with Randstad's core values and business principles, we seek to conduct our business in accordance with all applicable laws, and have invested considerable time and resources in improving competition controls and awareness in our operations.	

risk & opportunity management.

emerging risks

While we focus on managing existing key risks, we are also keenly aware of imminent emerging risks (and opportunities) that can significantly impact us. With the optimism of economies opening up, coupled with accelerating geopolitical tensions in the post-pandemic phase, 2022 was again an eventful year. Climate change is now an imminent key risk, and is therefore covered in our risk management framework. As part of climate change, we see extreme weather conditions as an emerging risk that continues to have a significant impact on our service delivery for clients (e.g., talent interviews, onboarding), the health and safety of our employees (e.g., monsoon flooding a worksite), and the well-being and availability of talent (e.g., talent being unable to attend interviews or commute to work due to a forest fire).

We have a business continuity plan and off-site work arrangement to address physical limitations brought about by extreme weather conditions. We also have a global health & safety policy to provide principles to guide operating companies in taking care of the physical and mental well-being of our talent.

In our endeavor to reduce climate deterioration and thereby reduce the increased likelihood of extreme weather conditions, initiatives are taken to reduce our ecological footprint. In 2021, we took this commitment to the next level by committing to the Science Based Targets initiative (SBTi) Business Ambition for the 1.5°C pledge, and by setting science-based targets with the ambition of Net Zero by 2050. For more details on our commitment to taking environmental care and reducing our ecological footprint, see our environment section. To monitor our impact on the environment, we also periodically report on non-financial indicators, such as energy consumption and emissions. In this journey, our materiality matrix and non-financial KPIs will be adjusted continually based on new insights. We regularly refine our non-financial indicators and underlying management processes in line with our sustainability goals. See the integrated reporting framework for more details about our non-financial KPIs.

Increased geopolitical contestation has prolonged the supply chain disruption that had arisen since the start of the pandemic. This created a sub-optimal environment to promote free trade as well as impeded free movement of talent and the transfer of technology. This led to shortages of key resources, such as talent, grain, gas and semiconductors, which in turn contributed to the inflationary trend. Our local-for-local approach continues to allow our operating companies the agility they need in addressing local challenges, such as changes to policies or the business environment, while also allowing them to seize any opportunities that arise. Such flexibility is made possible with our global policies as the guiding framework. In addition, we mitigate the associated risks through social innovation programs aimed at improving employability and equal opportunities of (im)migrants and refugees worldwide. More information is available on our website.

risk & opportunity management.

conclusions

The Executive Board is responsible for Randstad's Risk & Control framework and for reviewing its effectiveness. The framework, as described earlier, is designed to manage the key risks that may prevent us from achieving our business objectives. However, the framework cannot provide full assurance that all control gaps, material misstatements, cases of fraud, or violations of laws and regulations will be prevented.

In 2022, our Risk & Control framework supported us in responding agilely to the pandemic and market conditions. With our focus on continuous improvement, we further enhanced our control structures as described in the risk tables on the previous pages.

The Executive Board reviewed and analyzed the Strategic, Operational, Financial & Reporting, and Compliance risks to which the Group was exposed, and it regularly reviewed the design and operational effectiveness of Randstad's Risk & Control framework. The outcome of these reviews was shared with the Audit Committee and the Supervisory Board, and was discussed with our external auditor.

The Risk & Control framework should ensure consistent and reliable financial reporting, both internally and externally. Operating companies develop budgets and scenarios, which are subject to amendment and approval by the Executive Board. Subsequently, the actual performance of the operating companies is measured against these business plans and budgets, and the results are discussed in regular review meetings between the operating company's management and the responsible Executive Board member.

In accordance with the Dutch Corporate Governance Code, we have assessed the design and operational effectiveness of our Risk & Control framework. Based on the activities performed during 2022, and in accordance with provision 1.4.3, the Executive Board considers that:

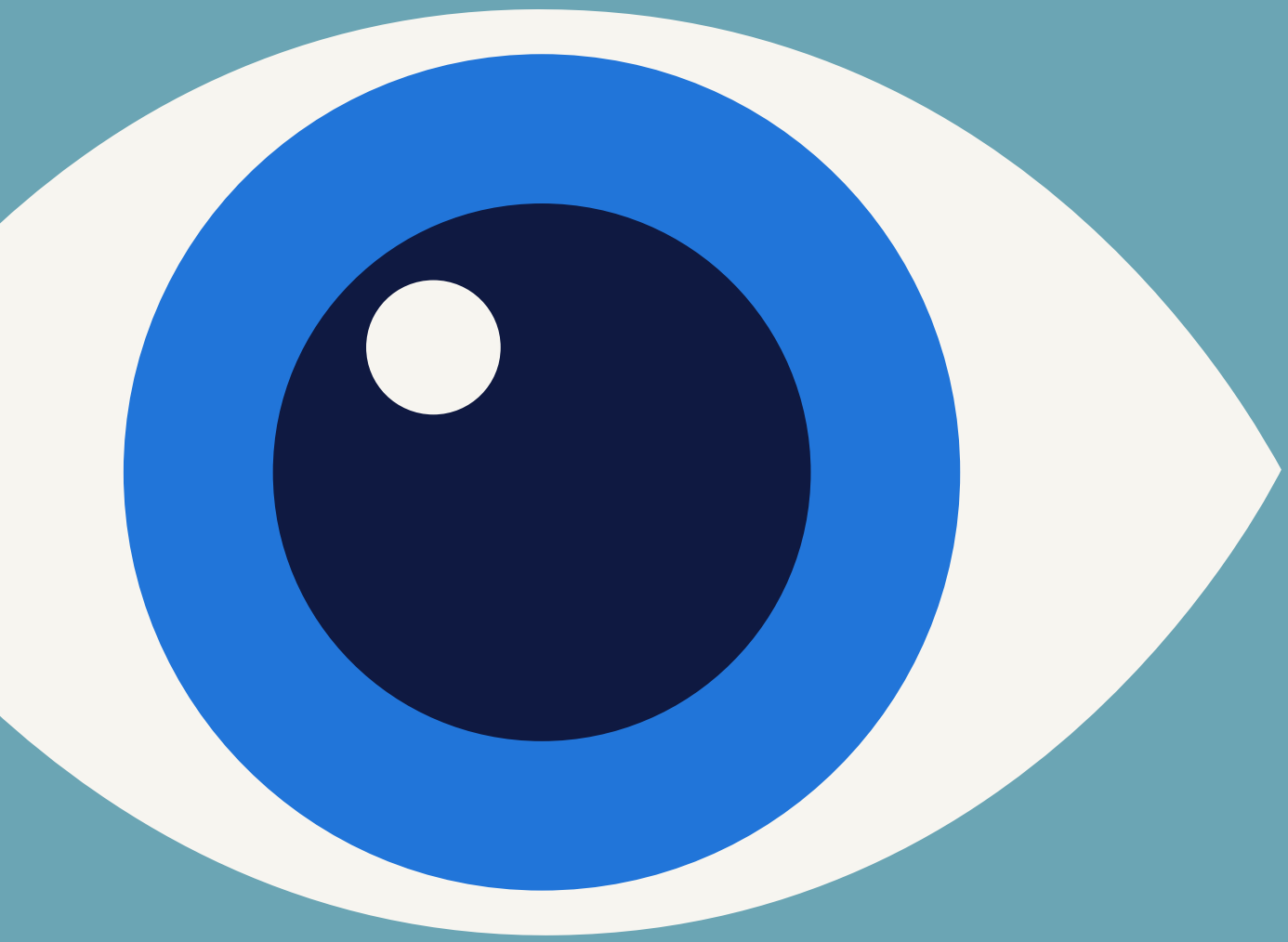
- this report provides sufficient insights into any failings in the effectiveness of the internal risk management and control systems;
- the aforementioned systems provide reasonable assurance that the financial reporting does not contain any material inaccuracies;
- based on the current state of affairs, it is justified that the financial reporting is prepared on a going concern basis; and
- the report states those material risks and uncertainties that are relevant to the expectation of the company's continuity for the period of twelve months after the preparation of this report.

In accordance with the Dutch Financial Supervision Act, section 5.25c, the Executive Board declares that, to the best of its knowledge:

- the financial statements for 2022 provide, in accordance with IFRS as adopted by the EU, a true and fair view of the consolidated financial position as at December 31, 2022, and of the 2022 results and cash flows of Randstad N.V.;
- the annual report provides a true and fair view of the situation as at December 31, 2022, and the state of affairs during the financial year 2022, together with a description of the principal risks faced by the Group.

Diemen, The Netherlands, February 13, 2023
The Executive Board,

Sander van 't Noordende
Henry Schirmer
Karen Fichuk
Rebecca Henderson
Chris Heutink



ESG reporting.

132 ESG reporting framework
133 benchmarks
134 SDG commitments
138 KPIs and measuring methodologies
143 environmental
146 social
151 governance

ESG reporting framework.

Randstad is committed to shaping the world of work and whilst doing so, leveling the playing field for all. We see our ability to make an impact in the communities that we serve and the people we employ as inextricably linked to our strategy. After all, providing people with fair and decent work can change lives for the better. Whilst we report on our societal impact throughout the body of the report and we aim to share our successes and challenges on a real-time basis, we have decided to also add a stand-alone environmental, social and governance (ESG) section to our annual report in order to improve clarity and transparency in our reporting.

Our purpose is to improve the working lives of as many people throughout the world as possible. Even though our business does not make a significant impact on the environment, we are committed to doing what we can through our Net Zero ambition, encouraging our employees to make changes in their own footprint as we progress. With regard to social matters, we focus on those areas linked to human rights (including labor rights), gender equality and health and safety, where we can make the biggest impact. And finally, as part of governance, we ensure that our policies and procedures support our ambitions and provide safe channels to report misconduct, for example.

Our KPIs are directly linked to how we track progress against our chosen Sustainable Development Goals (SDGs) and mitigate our risks of doing business. We are committed to further strengthening how we govern ESG topics within our company and also making more explicit the challenges that we face in doing business. Our current model for reporting reflects the expectations of the current regulatory framework and the GRI reporting guidelines, and we are convinced that through stronger KPIs and greater transparency we will inspire our value chain to make the same commitments.

CSRD compliance

Randstad will need to comply with the Corporate Sustainability Reporting Directive (CSRD) as of financial year 2024. In addition, the European Financial Reporting Advisory Group (EFRAG) has issued draft European Sustainability Reporting Standards that are expected to be finalized in 2023. Randstad will need to adhere to these standards as part of the CSRD. We have made a first assessment of the requirements, including a gap analysis comparing our existing ESG framework based on the Non Financial Reporting Directive and the Global Reporting Initiative. Based on this assessment, we expect a significant impact on our reporting related to ESG in 2024.

structure of the report

Randstad aims to improve clarity and transparency on ESG, while maintaining our integrated value creation approach. In the table below, you can find all our material topics and whether they are part of environment, social or governance. In addition, we show where you can find more qualitative information in the value sections. The ESG reporting section below reports on all quantitative data.

material topics	ESG	section	location in report
Business ethics	Governance	Our value for society	page 72
Diversity and inclusive employment with equal opportunities	Social	Our value for talent Our value for employees Our value for society	page 47 page 59 page 67
Human rights	Social	Our value for society	page 70
Data security and privacy	Governance	Our value for talent	page 50
Occupational health and safety	Social	Our value for talent Our value for employees	page 49 page 64
Talent attraction and retention	Social	Our value for talent Our value for clients Our value for employees	page 47 page 54 page 59
Upskilling and reskilling for talent	Social	Our value for talent	page 48
Digital technology advancements	Governance	Our strategy	page 30
Training and education for employees	Social	Our value for employees	page 60
Policy and industry involvement (decent work for all)	Social	Our value for society	page 76
Digital equality	Social	Our value for talent	page 47
Environmental protection	Environmental	Our value for society	page 78
Corporate citizenship	Social	Our value for society	page 73
Sustainable supply chain management	Governance	Our value for society	page 81

benchmarks.

In 2022, for the eighth consecutive year, Randstad was included in the annual Dow Jones Sustainability Index (DJSI) review. The DJSI recognizes the leading companies in each industry sector for responsible economic, environmental and social performance. Randstad is the only HR services provider to be admitted to membership of the Professional Services industry section of the DJSI World index.

Since 2022, we are also included in the AEX ESG Index, a new index that identifies the 25 companies within the Dutch AEX and AMX indices demonstrating best ESG practices.

We are also an active participant in other international benchmarks and platforms, such as Sustainalytics, CDP, MSCI ESG, FTSE4 Good, Dutch Transparency Benchmark, VBDO's tax transparency benchmark, EcoVadis, Sedex, ISS-ESG and Moody's ESG.

In its most recent report on effective whistleblowing, Transparency International Nederland studied the whistleblowing frameworks of 68 companies situated in the Netherlands, partly publicly listed and partly non-listed. Randstad's reporting framework ranked second in this report.

Please see the appendix for a full overview of certifications, rankings and awards (see page 290).

Dow Jones Sustainability Indexes

Included in the Dow Jones Sustainability Index for the eight consecutive year.

GOLD 2022 ecovadis Sustainability Rating

Awarded with 'gold' sustainability rating by EcoVadis.

MSCI

Awarded with AA rating by MSCI ESG.

CDP

Received B rating by the Carbon Disclosure Project.

SDG commitments.

SDGs	subgoals	our contributing key drivers
SDG 4: We help to ensure inclusive and equitable quality education and promote lifelong learning for all 	4.4 - Increasing the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs, and entrepreneurship Among other things, Randstad contributes to this subgoal through our many local social innovation programs that aim to improve employability and skilling.	Connecting with people Fostering inclusive employment
SDG 5: We help to achieve gender equality and empower all women and girls 	5.1 – End all forms of discrimination against all women and girls everywhere	Shaping the world of work
	5.5 – Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life Among other things, Randstad contributes to these subgoals through actively supporting women in climbing the career ladder at all levels in our organization, through our local initiatives that support gender equality, as well as through thought leadership and industry involvement.	Fostering inclusive employment Shaping the world of work
SDG 8: We promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all 	8.2 – Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value-added and labor-intensive sectors	Contributing to economic growth Connecting with people
	8.5 – By 2030, achieve full and productive employment and decent work for all women and men, including for young people and people with disabilities, and equal pay for work of equal value	Connecting with people Fostering inclusive employment
	8.6 – Reducing the proportion of youth not in employment, education or training	Fostering inclusive employment
	8.8 – Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment Among others, we contribute to these subgoals through our many local social innovation programs that aim to improve employability and skilling, and promote equal opportunities and diversity, as well as through thought leadership and industry involvement.	Shaping the world of work

randstad kpi	progress 2022
• # of candidates placed younger than 25 or older than 50 • Employees by age group • # of interns • # of candidates placed with no educational degree • # of candidates/employees trained • Training hours (candidates/employees)	• 697,600 candidates placed < 25 and 269,700 older than 50 • Composition of our workforce (page 146) • 3,075 interns • 100,200 candidates placed with no educational degree • 374,900 candidates trained • 49,300 employees trained • 5,800,000 training hours for candidates • 922,000 training hours for employees • Future proofing long-term employability: talent development and career support (page 48)
• Thought leadership events • Research and publications	• Thought leadership (page 77)
• % of males and females in senior leadership positions • Thought leadership events	• 50% women in senior leadership positions • Thought leadership (page 77)
• # of digital initiatives • Investments in innovation	• Digital technology advancements (page 77) • Global trends (page 24)
• # of candidates placed • # of permanent placements • # of candidates placed younger than 25 or older than 50 • # of initiatives to guide people from unemployment to employment • # of candidates placed with disabilities • # of candidates placed who were unemployed > 1 year • Employee engagement • Talent satisfaction • Future proofing long-term employability	• 2,083,000 candidates placed • 342,700 permanent placements • 697,600 candidates placed < 25 and 269,700 older than 50 • Initiatives to guide people from unemployment to employment: talent development and career support (page 48) • 13,000 candidates placed with disabilities • 37,000 candidates placed who were unemployed > 1 year • employee engagement (page 62) • Talent satisfaction: customer delight (page 54) • Future proofing long-term employability: talent development and career support (page 48)
• # of candidates placed younger than 25 or older than 50 • Employees by age group • Future proofing long-term employability	• 697,600 candidates placed < 25 and 269,700 older than 50 • Composition of our workforce (page 146)
• Thought leadership events • Research and publications	• Thought leadership (page 77) • Industry involvement (page 76) • Safeguarding labor and human rights (page 70)

SDGs	subgoals	our contributing key drivers
SDG 10: We aim to reduce inequality within and among countries 	10.2 – Empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status	Fostering inclusive employment Shaping the world of work
	10.3 – Ensure equal opportunities and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard	Shaping the world of work
	10.4 – Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality Among others, we contribute to these subgoals through our many local social innovation programs that aim to improve employability and skilling, and promote equal opportunities and diversity, as well as through thought leadership and industry involvement.	Shaping the world of work
SDG 13: Take urgent action to combat climate change and its impacts 	13.2 Integrate climate change measures into national policies, strategies and planning	

randstad kpi	progress 2022
• % of males and females in senior leadership positions • # of candidates placed with disabilities • Thought leadership events • Research and publications	• 50% women in senior leadership positions (page 146) • 13,000 candidates placed with disabilities • Thought leadership (page 77)
• Thought leadership events • Research and publications	• Thought leadership (page 77) • Industry involvement (page 76) • Safeguarding labor and human rights (page 70)
• Thought leadership events • Research and publications	• Thought leadership (page 77) • Industry involvement (page 76) • Safeguarding labor and human rights (page 70)
• Measures to decrease environmental footprint (sustainable mobility policy, energy efficiency in buildings, renewable electricity, sustainable business travel, supplier engagement strategy) • GHG emissions (scopes 1, 2, 3) • CO_2 per km driven • Total electricity consumption (kWh) of electric vehicles • Class and length of airplane travel • Achieve 50% absolute reduction of Randstad's CO_2 emissions for scopes 1 and 2 by 2030, compared to 2019 • Achieve 30% absolute reduction of our CO_2 emissions in scope 3 by 2030, compared to 2019	• Environmental performance (page 143) • Electricity from sustainable sources: 97% • Scope 1 emissions: 15.2 thousand metric tons CO_2e • Scope 2 emissions: 1.0 thousand metric tons CO_2e • Scope 3 emissions: 11.6 thousand metric tons CO_2e • CO_2e per km driven: 0.00013 metric tons • Total electricity consumption of electric vehicles: 2,952 mWh (2021: 799 mWh) • Class and length of airplane travel (page 143)

KPIs and measuring methodologies

In this section, we define our KPIs and the way performance is measured.

environmental

energy consumption

total quantity of gas for heating

The total gas consumed for heating purposes in owned and leased buildings during the year. The gas consumption for heating purposes includes consumption from all owned and leased buildings and buildings of franchises for which the turnover is included in the Group turnover. Excluded are consumption from buildings on client premises, offices at client premises (in-house locations) and buildings of franchises for which the turnover is not included in the Group turnover. In countries where the information is not readily available, assumptions are made (extrapolations and estimates).

total quantity of district heating

The total district heating consumed for heating purposes in owned and leased buildings during the year. The gas consumption for heating purposes includes consumption from all owned and leased buildings and buildings of franchises for which the turnover is included in the Group turnover. Excluded are consumption from buildings on client premises, offices at client premises (in-house locations) and buildings of franchises for which the turnover is not included in the Group turnover. In countries where the information is not readily available, assumptions are made (extrapolations and estimates).

total quantity of electricity from sustainable sources

The electricity consumption sourced from sustainable sources for owned and leased buildings during the year. The electricity consumption from sustainable sources includes consumption from all owned and leased buildings and buildings of franchises for which the turnover is included in the Group turnover. Excluded are consumption from buildings on client premises, offices at client premises (in-house locations) and buildings of franchises for which the turnover is not included in the Group turnover.

Electricity from sustainable sources (renewable electricity) refers to electricity derived from renewable sources such as solar, wind, biomass, hydro and geothermal. It excludes nuclear and fossil fuel (coal, oil and natural gas) energy. Renewable electricity consumption is only included when specific arrangements are made with the electricity provider and a written confirmation/certificate is available from the utility company. In instances where the information is not readily available, it is assumed that the electricity is from traditional sources.

Fuel and energy-related activities

Total fuel and energy-related activities purchased and consumed by the group. Total fuel and energy exclude those from sources either owned or controlled by the company (scope 1) or those that are purchased and consumed by the company (scope 2). In countries where the information is not readily available, assumptions are made (estimates based on industry and extrapolations).

Purchased goods and services

Total purchased products expensed in the income statement. Products purchased include both goods (tangible products) and services (intangible products).

spend on electricity

total costs related to purchased electricity

The total amount spent on energy based on the total energy consumption at the end of the year. The total amount spent on energy is calculated based on the average spend per kWh, by using historical figures (data from the previous year).

business travel

total distance traveled by airplane

The total distance traveled by airplane for business purposes in kilometers.

total number of kilometers driven by company

The total distance traveled by company cars in kilometers.

total number of non-sustainable cars

The total number of company cars which run on traditional fuels (diesel and petrol). This includes company cars that are leased or bought by Randstad and which are used by corporate employees and employees working. Privately owned cars are excluded.

total number of sustainable cars

The number of sustainable company cars, referring to electric, hybrid, LNG and CNG consuming cars. This includes company cars that are leased or bought by Randstad and which are used by corporate employees and employees working. Privately owned cars are excluded.

total quantity of petrol
The total amount of petrol (motor gasoline) consumed by company cars for business purposes. If the company cars are also used for private purposes, petrol consumption for private use is included as well.

total quantity of diesel
The total amount of diesel consumed by company cars for business purposes. If the company cars are also used for private purposes, diesel consumption for private use is included as well.

Other business travel
Total business travel expensed in the income statement for hotel stays, rail travel, car use and other travel-related costs. Other business travel excludes travel by airplane. In countries where the information is not readily available, assumptions are made (estimates based on industry and extrapolations).

Employee commuting
The total distance commuted by corporate employees expressed in kilometers. In countries where the information is not readily available, assumptions are made (estimates based on industry, region or country averages, survey data and extrapolations).

water
total quantity of water
The total water consumption based on historical data of average consumption per FTE at the end of the year. The total water consumption is calculated based on the average water consumption per FTE, by using historical figures (data from the previous reporting year).

waste
total quantity of waste
The total waste generated based on historical data of average waste generation per FTE at the end of year. The total waste generated is calculated based on the average waste generated per FTE, by using historical figures (data from the previous reporting year).

social
inclusiveness
proportion of women in senior leadership positions
Total number of female corporate employees in senior leadership positions on the payroll on the last day of the year expressed as a percentage of the total headcount of corporate employees on the payroll on the last day of the year. An employee who works part-time is counted as one (full) headcount. Total headcount includes Executive Board members, expatriates, employees on paid leave, employees on sick leave and students who are contracted as part-time (student) employees.

composition of our workforce by age group
Total number of corporate employees per age group on the payroll on the last day of the year expressed as a percentage of the total headcount of corporate employees on the payroll on the last day of the year.

% permanent contract
Total headcount of corporate employees contracted on a permanent/open basis expressed as a percentage of the total headcount of corporate employees on the payroll on the last day of the year.

% temporary contract
Total headcount of corporate employees contracted on a fixed-term basis expressed as a percentage of the total headcount of corporate employees on the payroll on the last day of the year. Fixed-term employment contracts are those with a particular end-date, meaning that the contract ends after a certain (possibly long-term) period of time if it is not extended.

% non-guaranteed hours
Total headcount of corporate employees contracted on the basis of non-guaranteed hours expressed as a percentage of the total headcount of corporate employees on the payroll on the last day of the year. These employees are employed by the company without a guaranteed minimum or fixed number of working hours. They make themselves available for work as required, but the organization is not contractually obligated to offer the employee a minimum or fixed number of working hours per day, week or month. These employees include casual employees, employees with zero-hour contracts and on-call employees.

% full-time contract
Total headcount of corporate employees contracted on a full-time basis expressed as a percentage of the total headcount of corporate employees on the payroll on the last day of the year. Full-time refers to the local regulatory definition of maximum contracted working hours per week.

% part-time contract
Total headcount of corporate employees contracted on a part-time basis expressed as a percentage of the total headcount of corporate employees on the payroll on the last day of the year. Part-time refers to a work week with a lower number of working hours than the local regulatory full-time working hours.

headcount workers who are not employees
Workers who are either engaged directly by the company or via a third party. These are workers who perform work for the company but are not in an employment relationship with the company and whose work is controlled by us. Control of work implies that the company directs the work performed or has control over the means or methods for performing the work. These include freelancers and contractors, volunteers or unpaid interns, temporary workers from other staffing companies than Randstad Group companies, workers under an outsourcing contract between a supplier and the company and workers from the company's suppliers, where the company instructs the supplier/workers to use particular materials or work methods to manufacture the agreed products or deliver the agreed services.

ratio of the annual total compensation
The ratio of the annual total compensation of the CEO to the median annual total compensation for all employees (excluding the CEO). The annual total compensation includes salary, bonus, stock awards, option awards, non-equity incentive plan compensation, change in pension value, and non-qualified deferred compensation earnings provided over the course of a year. The median was determined by identifying the individual with the middle base salary within the Group and adjusting this to include the above-mentioned other compensation items (if applicable).

ratio of the percentage increase in annual total compensation
The ratio of the percentage increase in annual total compensation of the CEO to the median percentage increase in annual total compensation for all employees (excluding the CEO). The increase to the median annual total compensation is based on the average of the operating company where the median individual is employed.

training
training hours corporate employees
Total number of hours spent by corporate employees on training, instruction and/or education paid by Randstad during and outside working hours for the year. Training hours include internal training, external or off-site training, online training and training hours on business principles. Training hours exclude on-the-job training, training with no direct or indirect link to the work activity and travel time to an internal or external training location.

training hours employees working
Total number of hours spent by employees working on training, instruction and/or education paid by Randstad, during and outside working hours for the year. Training hours include internal training, external or off-site training, online training and training hours on business principles. Training hours exclude on-the-job training, training with no direct or indirect link to the work activity and travel time to an internal or external training location.

spend on training
spend on training corporate employees
Total amount expensed in the income statement for training hours spent by corporate employees.

spend on training employees working
Total amount expensed in the income statement for training hours spent by employees working.

sickness absence
% sickness absence corporate employees
Total number of working days of sickness absence from work for corporate employees due to illness or injury for whatever reason, expressed as a percentage of the total number of working days. Sickness absence includes all working days' absence relating to corporate employees who were on contract with Randstad during the year and working days lost as a result of injuries.

% sickness absence employees working

Total number of working days of sickness absence from work for employees working due to illness or injury for whatever reason, expressed as a percentage of the total number of working days. Sickness absence includes all working days' absence relating to employees working who were on contract with Randstad during the year and working days lost as a result of injuries.

health and safety

work-related injuries corporate employees

Total number of injuries (cumulative for the year). Injuries represent the number of incidents/work accidents that fulfill at least one of the following requirements: significant medical treatment by a doctor/hospital, leading to working days lost (being unable to work), reported/registered at health insurance organization and/or reported/registered at local authorities and/or other institutional organizations. Included are physical harm or damage to corporate employees resulting from traumatic contact during working hours, whether on work premises, or while traveling as part of work duties, causing the corporate employee to be injured on a scheduled workday or normal work shift. Accidents while commuting to and from work are excluded.

work-related injuries employees working

Total number of injuries (cumulative for the year). Injuries represent the number of incidents/work accidents that fulfill at least one of the following requirements: significant medical treatment by a doctor/hospital, leading to working days lost (being unable to work), reported/registered at health insurance organization and/or reported/registered at local authorities and/or other institutional organizations. Included are physical harm or damage to employees working resulting from traumatic contact during working hours, whether on work premises, or while traveling as part of work duties, causing the employee working to be injured on a scheduled workday or normal work shift. Accidents while commuting to and from work are excluded.

work-related fatalities corporate employees

Total number of fatalities (cumulative for the year). Fatality refers to the death of a corporate employee, directly caused by a work-related accident, within one year of its occurrence. Work-related accidents are accidents that occur during working hours, and because of the work performed. Fatalities while commuting to and from work and due to natural causes are excluded.

work-related fatalities employees working

Total number of fatalities (cumulative for the year). Fatality refers to the death of an employee working, directly caused by a work-related accident, within one year of its occurrence. Work-related accidents are accidents that occur during working hours, and because of the work performed. Fatalities while commuting to and from work and due to natural causes are excluded.

employability

monthly average length employment

The average number of months that corporate employees are employed by Randstad. Corporate employees include employees on a fixed-term, permanent or open-term contract, and employees currently employed.

corporate employees covered by a CLA

corporate employees covered by a CLA

Total headcount of corporate employees covered by a Collective Labor Agreement (CLA). CLA is defined as the result of free negotiations between an employer (or group/association of employers) and representative, autonomous trade union(s), or another autonomous representative workers' body that is directed/empowered by law to represent workers in negotiations on labor and employment conditions.

turnover rate

turnover rate corporate employees

The total turnover of corporate employees in headcount who left any Randstad operating company during the year. Turnover includes all corporate employees leaving voluntarily or due to dismissal, retirement or death. Turnover excludes those leaving/transferred to another Randstad operating company.

management appointments

internal management appointments of corporate employees

The number of internal management appointments that occurred during the year. This refers to all appointments of district managers and above.

external management appointments of corporate employees

The number of external management appointments that occurred during the year, which entails new hires to fulfill a management function within a Randstad operating company. This refers to all appointments of district managers and above.

engagement and satisfaction

average engagement score

The average engagement score for the reporting entity in In Touch, Peakon or any other means for monitoring/ measuring this score, on a scale of 0-10.

corporate citizenship

amount spent on philanthropy

Monetary amount spent on charitable monetary donations. This refers to monetary donations by or through the Group to promote the welfare of others (i.e., the public good). It also includes spend that is not necessarily related to our core business. Amounts spent represent only the amounts paid.

hours spent on volunteering programs

Number of hours spent by corporate employees on volunteering programs on behalf of Randstad. Volunteering entails initiatives or programs for the public good with a focus on caring for others, shown in voluntary contributions of work by corporate employees, facilitated/ subsidized on behalf of Randstad, preferably related to our core business. Hours spent exclude activities related to VSO.

hours spent per headcount

Hours spent per headcount is calculated by dividing the number of hours spent by corporate personnel on volunteering programs on behalf of Randstad by the number of corporate personnel working in a volunteering program on behalf of Randstad.

amount spent on volunteering

Monetary amount (out-of-pocket) spent by the operating entity on volunteering projects. This excludes the cost of corporate employees working for charities and the activities related to VSO.

governance

clients

client relationships

Total number of individual client relationships that were contracted and for which revenue was generated.

developing technical innovations

platform visitors

The total number of visitors to Randstad's online platforms; this includes visitors to our global and national websites and platforms.

platform applicants

The total number of applicants through Randstad's online platforms. Applicants refer to people who have submitted their job application or open application, including people who apply for a job on our global and national websites and platforms. A person applying more than once is counted as one applicant.

business principles

business principles incidents

The total number of legitimate reports/complaints under the misconduct reporting procedure relating to breaches of Randstad's business principles, investigated and found proven or partially proven.

sustainable procurement

total procurement spend

Total procurement expensed in the income statement for goods and services.

share of sustainable procurement spend

The share of sustainable procurement spend expressed as a percentage of total procurement spend. Sustainable procurement spend is the procurement of goods and services in compliance with Randstad's Global Supplier Code.

environmental.

environmental performance

business travel

Due to the travel restrictions during the pandemic, our business travel was limited in 2020 and 2021. In 2022, we saw an increase in business travel compared to the previous two years. The number of company cars in our fleet increased. Due to the re-opening of the market, our business partly went back to on-site work, and our employees naturally started traveling more by car again. We managed to increase the percentage of sustainable cars in our fleet to 11.8% in 2022 (2021: 3.5%), while reducing the CO_2e emissions per kilometer driven to 0.00013 metric tons (2021: 0.00019).

Post-pandemic, the number of business flights also increased. However, we saw differences between intercontinental, international and domestic flights. The proportion of intercontinental flights increased relatively more strongly, which led to an increase in kilometers traveled. In addition, we were able to improve our reporting, which makes the footprint more complete.

Sustainable mobility and business travel are both focus areas of our net zero strategy. More details are given under environmental protection (see page 78).

company cars

	number of company cars			kilometers driven (x 1,000)		
	2022	2021	2020	2022	2021	2020
North America	-	-	-	-	-	-
France	2,430	2,330	2,180	51,300	43,300	46,000
Netherlands	3,830	3,350	3,500	86,400	60,200	80,200
Italy	730	610	490	22,000	7,600	7,500
Germany	1,800	1,640	1,790	40,000	32,900	37,100
Belgium & Luxembourg	2,610	2,280	2,350	53,200	43,000	25,300
Iberia	580	590	660	15,200	12,600	12,200
Other European countries	770	770	900	9,400	10,200	10,600
Rest of the world	580	550	480	7,400	6,400	7,000
Global Businesses	160	140	180	2,700	2,600	3,000
Corporate	90	100	90	1,900	1,600	500
Group	13,580	12,360	12,620	289,500	220,400	229,400

business flights

total distance traveled x 1,000 km

	2022	2021	2020
North America	15,600	4,500	6,900
France	3,700	1,800	1,300
Netherlands	900	200	100
Italy	700	700	200
Germany	300	100	300
Belgium & Luxembourg	100	100	100
Iberia	3,100	1,900	1,300
Other European countries	3,300	1,600	1,200
Rest of the world	5,700	2,400	2,500
Global Businesses	3,100	500	2,100
Corporate	3,200	800	1,200
Group	39,700	14,600	17,200

energy consumption

total quantity of electricity from sustainable sources

In 2022, 96% of our electricity came from sustainable sources (2021: 40%).

waste and water

Most of our branches are located in collective tenant buildings, where there is collective water usage and the collection of waste is centralized. This means we cannot collect our own data, and we therefore make use of estimates based on historical consumption data per employee. The estimated water usage in 2022 was 298,000 m^3 (2021: 192,000 m^3), and our waste amounted to 1,600 metric tons (2021: 1,050 metric tons).

CO_2e footprint

We report on our CO_2e footprint in accordance with the Greenhouse Gas Protocol. As part of our reporting framework, we continue to improve the completeness and accuracy of our Group environmental data. Over the years, we have gained better insight into the challenges related to collecting and reporting environmental data, which has led to improvements and more extensive coverage. We have been able to enhance the reporting scope and include more than 99% of our operating companies in our CO_2e footprint in line with the location-based approach.

Our commitment to setting long-term science-based climate targets with baseline year 2019 has resulted in a revised baseline. We are currently exploring reporting on additional Scope 3 categories in the future.

our CO_2e footprint

	2022		2021		2019 (base year)	
	usage	CO_2e emission	usage	CO_2e emission	usage	CO_2e emission
Scope 1 (direct emissions)						
Gas for heating (x 1,000 m3)	2,761	5.6	2,948	6.1	4,609	9.3
Business cars petrol (x 1,000 ltr)	9,665	20.9	6,741	19.4	8,741	19.3
Business cars diesel and gas (x 1,000 ltr)	7,045	18.0	6,516	21.6	13,874	35.3
Refrigerant leakage (x 1,000 kg)	10	15.2	8	12.7	8	12.2
CO_2e metric ton (x 1,000) scope 1		59.7		59.8		76.1
Scope 2 (indirect emissions)						
Electricity (x 1,000 Gj)[1]	6	0.8	97	10.8	200	21.1
Sustainable electricity (x 1,000 Gj)	145	-	64	-	0	-
Total electricity		0.8		10.8		21.1
District heating (x 1,000 Gj)	22	1.0	18	0.5	24	1.2
CO_2e metric ton (x 1,000) scope 2		1.8		11.3		22.3
CO_2e metric ton (x 1,000) scope 1+2		61.5		58.4		98.4
Scope 3 (remaining emissions)						
Airplane (x million km)	40	7.3	15	3.0	70	15.8
Other business travel (x € million)	36	7.1	23	4.4	31	3.9
Purchased goods and services (x € million)	1,351	127.8	1,160	118.7	1,124	122.0
Employee commuting (x million km)	148	10.8	114	8.4	310	39.0
Fuel and energy-related activities (x 1,000 Gj)	0	11.6	0	12.4		19.0
CO_2e metric ton (x 1,000) scope 3		164.6		146.9		199.7
Total CO_2e metric ton (x 1,000)		226.1		205.3		298.1

1 Values displayed are after deduction of 'guarantees of origin' certificates. Amount before the offset is 69,000 Gj.

EU taxonomy regulation

In order to meet the EU's climate and energy targets for 2030 and reach the objectives of the European Green Deal, the European Commission initiated the creation of a common classification system for sustainable economic activities, known as the 'EU Taxonomy'. The Taxonomy Regulation was published in the Official Journal of the European Union on June 22, 2020 and entered into force on July 12, 2020. The aim is to scale up sustainable investments by providing a common European definition of what can be deemed a 'sustainable' activity.

The Taxonomy sets performance thresholds for economic activities that contribute to the six environmental objectives (i.e., climate change mitigation; climate change adaptation; the sustainable use and protection of water and marine resources; the transition to a circular economy; pollution prevention and control; and the protection and restoration of biodiversity and ecosystems). The EU Taxonomy currently requires companies to disclose the proportion of their turnover, capital expenditure, and operational expenditure that meet the criteria of the EU Taxonomy.

As a listed company, Randstad is in scope of the EU Taxonomy Regulation (Directive 2014/95/EU) and therefore has to report the share of activities 'eligible' and 'aligned' against the environmental objectives as included in Annex 1 (Climate Change Mitigation) and Annex 2 (Climate Change Adaptation).

Randstad had no business activities in both 2022 and 2021 that are EU Taxonomy-eligible, as all of our economic activities consist of HR services. As no eligible activities have been identified, the share of aligned activities is also zero.

The EU Taxonomy is still in development and is expected to be amended throughout the coming years with new economic activities, new technical screening criteria, and/or new environmental or social objectives. Once the annexes become relevant to our economic activities, Randstad will reassess eligibility and alignment of its activities.

We expect that, over time, more insights will be gained on how to best apply the legislation and make it comparable with peers.

EU taxonomy disclosure

in millions of €

		eligibility	aligned
Turnover	€27,568	0%	0%
Operating expenses	€4,587	0%	0%
Capex	€264	0%	0%

The table above contains all the information required to indicate Randstad's eligibility and alignment for its economic activities. However, it is a simplified version of the tables presented in Annex II of Regulation (EU) 2020/852, which provide a template for disclosing the KPIs for non-financial undertakings.

Our choice for this simplified table is twofold. First, eligibility and alignment is zero for the environmental objectives Climate Change Mitigation and Climate Change Adaptation. Second, eligibility and alignment for the remaining four environmental objectives has not yet been calculated and is not compulsory for this financial year. 'Do no significant harm' (DNSH) and 'minimum safeguards' are therefore unnecessary to report on. Consequently, the full table would not have any surplus value and might in fact distract from the information stakeholders may be looking for.

social.

social performance

corporate employees

inclusiveness

proportion of women in senior leadership positions[1,2]

	2022	2021	2020
North America	51%	52%	51%
France	62%	62%	57%
Netherlands	54%	56%	51%
Italy	46%	44%	53%
Germany	40%	40%	53%
Belgium & Luxembourg	66%	60%	63%
Iberia	55%	54%	45%
Other European countries	51%	49%	48%
Rest of the world	31%	32%	33%
Global Businesses	49%	47%	58%
Corporate	43%	38%	41%
Total	50%	50%	51%

1 Senior leadership refers to all levels equal to or above district/regional management, including account management or commercial management reporting to a regional director or higher.
2 During 2021, we implemented a new and consistent measuring method. Furthermore, more entities were integrated in our global HR reporting framework. Both improved the quality of the reported figures. Previous years have not been adjusted.

Source: Global HR system Crunchr.

composition of our workforce by age group

	2022	2021
18 - 24	7%	7%
25 - 29	21%	21%
30 - 34	21%	21%
35 - 39	16%	16%
40 - 49	22%	22%
50+	13%	13%

Source: Global HR system Crunchr.

workers who are not employees

			workers not employees	
	total workers	of which corporate staff	engaged by company	engaged via 3rd party
North America	7,278	98%	2%	1%
France	5,020	96%	0%	4%
Netherlands	4,313	96%	4%	0%
Italy	2,980	100%	0%	0%
Germany	3,191	92%	8%	1%
Belgium & Luxembourg	2,598	93%	1%	6%
Iberia	2,629	99%	0%	0%
Other European countries	4,090	98%	1%	1%
Rest of the world	6,490	100%	0%	0%
Global Businesses	8,429	98%	1%	1%
Corporate	491	86%	14%	0%
Group	47,509	97%	2%	1%

composition of our workforce by gender and contract type in 2022

	number of employees	of which female	% permanent contract		% temporary contract		% non-guaranteed hours contract		% full-time contract		% part-time contract	
			male	female	male	female	male	female	male	female	male	female
North America	7,100	63%	84%	80%	0%	0%	16%	20%	100%	100%	0%	0%
France	4,830	75%	91%	90%	9%	10%	0%	0%	99%	94%	1%	6%
Netherlands	4,140	68%	79%	80%	21%	20%	0%	0%	80%	42%	20%	58%
Italy	2,980	78%	87%	89%	13%	11%	0%	0%	99%	92%	1%	8%
Germany	2,920	61%	90%	91%	10%	9%	0%	0%	88%	63%	12%	37%
Belgium & Luxembourg	2,410	82%	96%	100%	4%	0%	0%	0%	91%	64%	9%	36%
Iberia	2,610	77%	98%	96%	2%	4%	0%	0%	99%	87%	1%	13%
Other European countries	4,020	67%	91%	85%	7%	12%	2%	3%	95%	87%	5%	13%
Rest of the world	6,470	58%	94%	90%	6%	10%	0%	0%	99%	96%	1%	4%
Global Businesses	8,290	62%	96%	93%	4%	7%	0%	0%	98%	95%	2%	5%
Corporate	420	48%	84%	81%	16%	19%	0%	0%	92%	81%	8%	19%
Group	46,190	67%	90%	88%	10%	12%	3%	3%	96%	85%	4%	15%

training

employee training hours and spend

All new employees follow a formal induction program in the first few months, which helps them to become successful in their new role as quickly as possible.

To improve our employees' English language proficiency, a free English language self-study course is available for all Randstad employees. In 2022, more than 9,200 employees were enrolled.

In addition, in 2022, 18,000 employees (both new and existing) received business principles training, mostly online, either by webinar and/or by means of our dedicated e-learning program. This means that all of our employees have been trained at least once.

Regionally and globally, the Frits Goldschmeding Academy offers state-of-the-art leadership programs. In 2022, it trained 1,141 (2021: 545) senior leaders in 29 (2021: 32) global development programs with an average rated learning experience of 8.9 (2021: 8.9). All local and global programs combined, 49,300 (2021: 45,500) employees were trained, with a total of 922,000 (2021: 883,000) training hours. In September 2022, we received a Gold award from EFMD (European Foundation for Management Development) in recognition of organizational development with our Leading Transformation in the Digital Age leadership development program. The jury praised Randstad for Executive Board member involvement during the program and the tangible results on organizational, team and individual level.

In 2022, a total amount of € 23.2 million was spent on employee training (2021: € 19.0 million).

sickness absence

sickness absenteeism employees

In 2022, the overall sickness absenteeism rate was 2.2% of overall days worked (2021: 2.2%). The total number of working days lost due to sickness was 258,000 (2021: 217,000).

health and safety

work-related injuries and fatalities employees

Despite our high safety standards, we unfortunately faced several incidents in 2022, causing 124 injuries among our employees (2021: 72). The number of working days lost due to these injuries amounted to 840 (2021: 500). This results in an overall injury rate of 0.01% of overall days worked, which is the same as last year. As in 2021, there were no fatalities among employees in 2022.

annual total compensation ratio

The ratio of the annual total compensation of the CEO to the median annual total compensation for all employees (excluding the CEO) was 76:1 in 2022. As our CEO started his term in 2022, there was no increase in his annual total compensation, while the median percentage increase in annual total compensation for all employees (excluding the CEO) was 3.0%.

employability

monthly average length employment

In 2022, the average length of employment was 70 months (2021: 74 months).

interns

In 2022, we hired 3,075 interns (2021: 2,644).

employees covered by a CLA

43% of our employees are covered by a Collective Labor Agreement (CLA) (2021: 41%).

engagement and satisfaction

randstad engagement scores by geography [1]

as % of total number of respondents

	engagement score			benchmark		
	2022	2021	2020	2022	2021	2020
North America	8.5	8.5	8.5	8.3	8.7	8.0
France	7.7	7.7	7.6	7.8	7.8	7.8
Netherlands	8.1	8.1	7.9	8.1	8.1	7.9
Italy	8.0	7.9	7.6	8.0	8.0	7.8
Germany	7.7	7.9	7.7	8.0	7.3	7.8
Belgium & Luxembourg	7.9	8.0	8.1	8.0	7.8	7.8
Iberia	8.0	8.2	7.8	8.0	8.0	7.8
Other European countries	8.1	8.2	8.1	8.0	8.5	7.8
Rest of the world	8.1	7.9	7.6	8.1	8.2	7.9
Global Businesses	8.0	8.0	7.8	8.2	7.8	7.9
Corporate	7.8	8.2	7.8	7.9	7.9	7.9
Group	8.1	8.1	8.2	7.9	8.3	7.6

1 Since 2020, data for Monster, Randstad Sourceright North America, Randstad RiseSmart and twago have also been included.

Source: Randstad in Touch engagement survey.

turnover rate

In 2022, the employee turnover rate was 26.4% (2021: 24.1%).

→ social.

employee retention

as % of total number of employees

	2022	2021	2020
Employees staying with their operating company	71.5%	74.1%	76.6%
Employees transferred within the Group	2.1%	1.8%	0.5%
	73.6%	75.9%	77.1%

Source: Quarterly non-financial reporting by operating companies.

internal management appointments

In 2022, 68 employees were internally appointed in management positions (2021: 550).

employees working (ew)

inclusiveness (ew)

In 2022, we placed 13,024 (2021: 10,127) people with a disability, 100,172 (2021: 61,663) people with no educational degree and 36,934 (2021: 38,712) people who had been unemployed for more than one year. In addition, in 2022, we placed 697,584 (2021: 740,925[6]) people younger than 25 years old and 269,664 (2021: 286,182[6]) people older than 50 years old. For more information on how we support diverse talent groups, see value for society (see page 67).

training (ew)

headcount, training hours and spend employees working

In 2022, more than 374,900 (2021: 406,000[6]) candidates were trained, with a total of 5,122,700 (2021: 5,800,000[6]) training hours. An amount of € 146.5 million was spent on candidate training (2021: € 135.2 million).

sickness absence (ew)

The candidate sickness rate in 2022 amounted to 1.7% (2021: 2.7%), with a total sickness working days of 2.8 million (2021: € 4.5 million).

health and safety (ew)

work-related injuries

The aggregated number of work-related injuries among our placed workers globally amounted to 24,300 (2021: 26,000), while the number of working days lost due to these injuries added up to 348,600 (2021: 368,000). Based on these data, our 'injury rate' slightly decreased to 0.21% of overall days worked (2021: 0.22%).

fatalities

Much to our regret, we were also confronted with 4 fatal incidents among placed workers in 2022. These incidents took place in Belgium, France, Italy and Spain. This was an improvement compared to 2021, when we were faced with 8 fatal incidents (in Argentina, Australia, France (2), India, Italy, the Netherlands, and Spain). We treat prevention, training and safety awareness in general as very important subjects. We realize that while a zero score may prove impossible to achieve at the scale we operate, this is nevertheless the only acceptable target.

corporate citizenship

amounts spent on philanthropy

In 2022, we spent € 3.1 million on corporate philanthropy.

randstad corporate volunteers hours

	2022	2021	2020
VSO partnership			
VSO volunteer hours	14,900	4,000	5,100
- international	14,400	2,900	2,800
- remote	500	1,100	2,300
VSO volunteers	95	119	165
- international	15[1]	6	11
- remote	80	113	154
Randstad with Heart and other volunteering			
volunteering hours	27,300	17,700	11,700
volunteers	5,200	2,800	2,100
Total donations	€ 3,096,000	€ 2,866,000	€ 1,912,000

1 6 volunteers already started in 2021 and are not counted as volunteers in 2022, but still contributed to the volunteering hours.

overview of membership costs

in €

	2022	2021	2020
WEC	86,700	85,000	85,000
BusinessEurope	30,000	30,000	30,000
IOE	16,000	16,000	16,000

6 The difference between 2022 and 2021 is caused by a revisited measuring methodology in 2022, resulting in more accurate measurements.

→ social.

highest randstad positions in industry associations

market	association name	president	vice-president	board member	member
Argentina	CAPE (Chamber of Private Employment Agencies)	x			
Austria	ÖPD				x
Australia	RCSA				x
Belgium	Federgon	x			
	VBO (Federation of Belgian Employers)		x	x	
Brazil	Sindeprestem (Sao Paolo)				x
Canada	ACSESS			x	
Chile	AGEST				x
China	Shanghai HR Consulting Association			x	
	CAFTS (Beijing)				x
	Beijing HR service industry association		x		
	Shanghai Jing'an District Labor Security Association				x
	Shanghai Jing'an District Foreign Investment Enterprises Association			x	
	Benelux Chamber of Commerce in China				x
	China Talent Exchange Association, Shanghai Branch				x
Czech Republic	APPS				x
Denmark	Vikarbureaernes Brancheforening			x	
France	PRISM'EMPLOI			x	
Germany	BAP		x		
Greece	ENIDEA			x	
India	ISF			x	
	Federation of Indian Chambers of Commerce and Industry (FICCI)				x
	The Associated Chambers of Commerce and Industry of India (ASSOCHAM)				x
	The National Association of Software and Service Companies				x
Italy	Assolavoro	x			
Japan	JASSA			x	
	JBPO		x		
	JHR (umbrella organization)			x	
Luxembourg	Fedil/F.E.S. (Fedil Employment Services)		x	x	
	FSI (Sector training fund for temporary work)	x		x	
	FR2S (recruitment Federation)				x
Malaysia	Malaysian Dutch Business Council				x
Mexico	AMECH			x	
Netherlands	ABU			x	
	OVAL			x	
	I-ZO			x	
	VvDN			x	

social.

highest randstad positions in industry associations (continued)

market	association name	president	vice-president	board member	member
New Zealand	RCSA				x
Norway	NHO				x
Poland	Polskie HR Forum			x	
Portugal	APESPE		x		
Singapore	European Chamber of Commerce (Singapore)				x
Slovakia	APAS				x
Spain	Asempleo			x	
Sweden	Kompentensföretagen			x	
Switzerland	Swiss Staffing			x	
Turkey	OIBD			x	
UK	REC				x
Uruguay	CUDESP				x
US	ASA			x	
	Metro Atlanta Chamber of Commerce		x		
	Atlanta Legal Aid Society			x	
	United States Council for International Business (USCIB)			x	
	USF Cyber Security Advisory Board			x	
	Global Business Alliance			x	
Europe	World Employment Confederation Europe	x		x	
International	World Employment Confederation	x			

governance.

governance performance

business principles

Understanding of our business principles is measured through our Randstad in Touch engagement survey, of which the results can be found in the table below.

understanding of business principles

	2022	2021	2020
North America	8.9	8.9	8.9
France	8.3	8.3	8.3
Netherlands	8.1	8.0	7.4
Italy	8.4	8.3	8.1
Germany	8.1	8.2	8.0
Belgium & Luxembourg	8.2	8.3	8.2
Iberia	8.4	8.6	8.3
Other European countries	8.6	8.5	8.4
Rest of the world	8.4	8.3	7.9
Global Businesses[1]	8.5	8.5	8.2
Corporate	8.3	8.3	8.4
Group	8.5	8.4	8.3

1 Global Businesses includes the data of Randstad Sourceright only. The following entities are not yet covered: Monster, Randstad RiseSmart, and twago.

Source: Randstad in Touch engagement survey.

The number of reports (complaints and concerns) made in 2022 (457) increased compared to 2021 (401), as shown in the table below.

misconduct reporting

	2022	2021	2020
New complaints	457	401	323
Of which anonymous	190	139	123
Concerns referred to other channels/not legitimate	354	292	199
Proven or partially proven	37	41	53
Not proven	60	61	71
Under investigation	6	0[1]	0
Total	457	401	323

1 Of the 7 complaints reported as 'under investigation' in 2021, 3 were referred, 2 were not proven and 2 were proven.

Of the 457 reports made in 2022, 97 were accepted as admissible. After thorough investigation of these 97 reports, 60 were found not proven, and 37 were, at least partially, proven. A total of 6 were still under investigation at year end. The proven complaints (37) were related to harassment and intimidation (15), discrimination (6), improper management practices/unprofessional behavior/breach of business principles (5), non-compliance with internal policies and procedures (4), data protection (2), health & safety (2), sexual harassment (1), hostile work environment (1) and conflict of interest (1).

The vast majority of the reports (310) were made by talent (candidates and current or former placed workers); most of these were referred to local management or the local complaint or help desks. A total of 17 reports were made by clients, suppliers, or other external parties, and in 67 cases (due to insufficient information being provided by anonymous reporters), it was not clear who made the report. The remaining 63 reports came from employees or former employees.

All valid reports were followed up internally, usually by local teams with the support of the local integrity officer and/or the risk manager. If the report related to local management, it was followed up by the central integrity officer and Global Business Risk & Audit. All proven reports were followed up by corrective actions, which varied depending on the facts. Corrective action included additional training, coaching and/or monitoring for the people involved, as well as enhanced communication and improved controls on relevant policies and procedures; this was especially relevant in cases of non-compliance with internal policies and procedures and improper management practices. In intimidation and harassment cases, the corrective action varied from a written warning and further coaching to other disciplinary action and including termination of employment (a total of 9).

When our talent reports on incidents related to a situation at the client, we support them to the extent possible and will usually engage in conversations with the client about the relevant incident. This may result in discussing certain process improvements with the client, the client performing an investigation or transferring the relevant talent to a different client if that is the better solution.

awareness of misconduct reporting procedure

	2022	2021	2020
North America	9.0	9.0	9.0
France	8.1	8.1	8.0
Netherlands	8.3	8.1	8.1
Italy	8.4	8.3	8.3
Germany	8.3	8.3	8.2
Belgium & Luxembourg	8.1	8.3	8.2
Iberia	8.5	8.5	8.2
Other European countries	8.7	8.6	8.5
Rest of the world	8.5	8.3	8.2
Global Businesses[1]	8.7	8.6	8.5
Corporate	8.3	8.2	8.5
Group	8.6	8.5	8.4

1 Global Businesses includes the data of Randstad Sourceright only. The following entities are not yet covered: Monster, Ausy, Randstad RiseSmart, and twago.

Source: Randstad in Touch engagement survey.

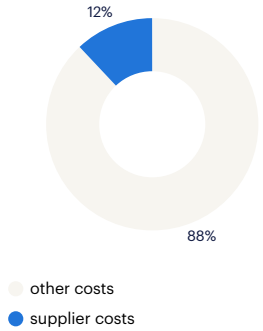
In 2022, raising awareness within our operating companies resulted in an overall awareness score of 8.6 (2021: 8.5), measured through our Randstad in Touch survey. Our e-learning tool Randstad Rules! has proven to be effective here.

supply chain management

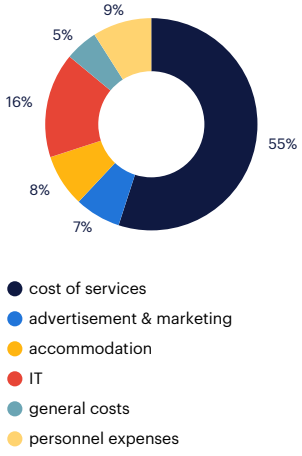
composition of the supply chain

In the below graph, total costs include the actual reported operating expenses and cost of services excluding amortization and impairment of acquisition-related intangible assets and goodwill.

total costs: € 26,400



supplier costs: € 3,262



share of sustainable procurement spend

31.2% sustainable (confirmed by NFR team)

other business-related indicators

clients

Number of client relationships: 233,000 (2021: 235,000).

developing technical innovations

Number of active platform visitors: 189,791,000 (2021: 188,246,000).

tax contribution

corporate income taxes paid

in millions of €

	2022	2021	2020
North America	28	10	3
France	44	34	66
Netherlands/Corporate	50	55	18
Italy	36	14	21
Germany	-	13	18
Belgium & Luxembourg	19	42	39
Iberia	14	10	8
Other European countries	27	13	4
Rest of the world	43	13	1
Global Businesses	-	-	3
Total	261	204	181

other taxes paid in 2022

in millions of €

	VAT[1]	wage tax and social security	total 2022	total 2021
North America	61	1,276	1,337	1,102
France	711	1,439	2,150	1,908
Netherlands	626	941	1,567	1,462
Italy	66	682	748	663
Germany	333	952	1,285	1,190
Belgium & Luxembourg	281	576	857	768
Iberia	325	501	826	745
Other European countries	385	726	1,111	1,031
Rest of the world	265	686	951	888
Corporate	(38)	26	(12)	(11)
Total	3,015	7,805	10,820	9,746

1 Value added tax/sales tax.

country-by-country tax reporting

in millions of €, unless otherwise indicated

	third-party revenue		revenue/income from intra-group transactions		tangible assets other than cash and cash equivalents[2]		number of candidates (average)		number of corporate employees (average)	
country[1]	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
Andorra	1	1	-	-	-	-	-	-	-	-
Argentina	294	219	-	-	1	1	14,560	13,200	608	470
Australia	1,090	844	-	1	6	5	11,756	11,200	1,025	920
Austria	114	99	-	-	-	-	2,309	2,100	94	90
Belgium	1,634	1,552	4	4	7	7	42,500	42,600	2,395	2,060
Brazil	155	110	-	-	1	1	11,098	9,800	759	630
Canada	711	575	8	5	3	3	11,300	10,200	1,575	1,350
Chile	51	48	-	-	-	-	3,980	4,100	160	140
China	107	96	6	-	1	1	3,186	3,700	558	520
Czech republic	59	60	1	2	1	-	3,180	3,800	427	440
Denmark	55	52	-	-	-	1	638	700	94	70
France	3,932	3,640	1	1	19	20	87,300	84,200	4,967	4,570
Germany	2,058	1,927	1	1	12	10	38,500	38,300	3,146	3,070
Greece	89	84	-	-	-	-	3,793	3,700	104	90
Hong kong	20	15	-	-	-	-	81	100	66	60
Hungary	22	23	-	-	1	1	442	500	474	340
India	392	307	15	6	5	3	65,515	63,000	2,657	1,440
Ireland	30	22	-	-	-	-	134	200	20	10
Italy	2,234	1,982	1	1	8	6	59,500	53,800	3,003	2,510
Japan	858	823	-	-	1	5	29,987	26,300	1,969	1,690
Luxembourg	59	59	89	74	-	-	1,500	1,600	81	70
Malaysia	14	4	4	5	-	-	374	100	199	200
Malta	2	-	-	-	-	-	-	-	-	-
Mexico	10	28	-	-	-	-	0	1,600	220	200
New zealand	51	34	-	-	-	-	617	600	73	60
Norway	137	107	-	-	-	-	1,088	900	186	160
Poland	295	304	2	1	1	1	17,194	19,800	868	800
Portugal	328	320	4	2	5	5	19,200	19,700	480	410
Romania	16	10	10	8	1	-	472	300	155	110
Singapore	67	57	120	109	-	-	345	400	219	180
Spain	1,292	1,181	-	-	2	1	42,600	40,700	2,130	1,750
Sweden	375	361	1	10	1	2	6,313	5,900	605	590
Switzerland	496	437	176	190	1	-	6,270	5,900	310	300
The Netherlands	3,563	3,436	399	339	37	40	68,900	72,000	4,901	4,470
Turkey	12	8	-	-	-	-	514	400	74	50
United Kingdom	1,219	1,100	4	5	3	3	19,553	20,800	1,965	1,560
United States	5,715	4,703	9	-	36	35	87,100	90,600	9,605	8,130
Uruguay	11	7	-	-	-	-	800	500	18	20
Total	27,568	24,635	855	764	153	151	662,600	653,300	46,190	39,530

1 Countries of which all positions in the table are zero, have not been included.
2 Represents property, plant and equipment.

governance.

country-by-country tax reporting (2)

in millions of €, unless otherwise indicated

country[1]	profit/(loss) before tax		applicable tax rate		corporate income tax due on profit before tax[2]		current corporate income tax accrued		explanation differences taxes accrued and taxes due		corporate income tax paid	
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
Andorra	-	-	10.0%	10.0%	-	-	-	-			-	-
Argentina	8	6	35.0%	25.0%	3	2	2	3			6	2
Australia	(2)	9	30.0%	30.0%	(1)	3	13	6	1, 3)	1, 3)	7	-
Austria	1	-	25.0%	25.0%	-	-	-	-			-	-
Belgium	21	42	25.0%	25.0%	5	11	13	20	1,2,3)	1,2,3)	25	42
Brazil	5	3	34.0%	34.0%	2	1	1	1			1	-
Canada	38	25	26.6%	26.6%	10	7	10	7			8	4
Chile	1	1	27.0%	27.0%	-	-	-	-			-	-
China	1	2	25.0%	25.0%	-	1	-	2		1)	2	2
Czech republic	4	7	19.0%	19.0%	1	1	-	1			1	-
Denmark	2	2	22.0%	22.0%	-	-	1	-			-	-
France	124	102	25.8%	28.4%	32	29	55	61	1,2,3)	1,3)	44	34
Germany	(25)	(17)	30.7%	30.7%	(8)	(6)	(3)	17	1,3)	1,2,3)	-	13
Greece	3	2	22.0%	24.0%	1	-	1	-			-	-
Hong kong	2	-	16.5%	16.5%	-	-	-	-			-	-
Hungary	3	3	9.0%	9.0%	-	-	1	1			1	1
India	15	8	25.2%	25.2%	4	2	5	3			12	(15)
Ireland	2	-	12.5%	12.5%	-	-	-	-			-	-
Italy	128	82	24.0%	24.0%	31	20	38	24	1,2,3)	1,3)	36	14
Japan	51	50	34.6%	34.6%	18	17	15	18	3)		9	24
Luxembourg	94	76	25.7%	25.7%	24	20	(44)	(12)	2,3)	2,3)	(6)	-
Malaysia	-	(2)	24.0%	24.0%	-	-	-	-			-	-
Malta	-	-	35.0%	-	-	-	-	-			-	-
Mexico	(1)	(2)	30.0%	30.0%	-	(1)	-	-			-	-
New zealand	1	1	28.0%	28.0%	-	-	1	-			-	-
Norway	1	(1)	22.0%	22.0%	-	-	-	-			-	-
Poland	7	9	19.0%	19.0%	1	2	1	3			2	5
Portugal	10	10	22.5%	22.5%	2	2	3	3			3	2
Romania	1	1	16.0%	16.0%	-	-	-	-			-	-
Singapore	70	69	17.0%	17.0%	12	12	6	7	3)	3)	6	3
Spain	59	41	25.0%	25.0%	15	10	15	11			11	8
Sweden	15	52	20.6%	20.6%	3	11	4	2	1)	3)	2	5
Switzerland	202	178	20.0%	20.0%	41	36	15	14	2,3)	3)	20	14
The Netherlands	126	189	25.8%	25.0%	33	47	54	49	1,3)		50	40
Turkey	1	-	23.0%	22.0%	-	-	-	-			-	-
United Kingdom	3	1	19.0%	19.0%	1	-	2	1			1	-
United States	155	69	26.4%	26.4%	41	18	34	54	1,3)	1,3)	20	6
Uruguay	-	-	25.0%	25.0%	-	-	-	-			-	-
Total	1,126	1,018			271	245	243	296			261	204

1 Countries of which all positions in the table are zero, have not been included.
2 Applicable tax rate multiplied by profit/(loss) before tax.

governance.

country-by-country tax reporting (3)

in millions of €, unless otherwise indicated

country[1]	VAT paid		wage tax paid		social security paid		total other taxes paid	
	2022	2021	2022	2021	2022	2021	2022	2021
Andorra	-	-	-	-	-	-	-	-
Argentina	17	17	2	2	48	48	67	67
Australia	92	71	186	151	45	35	323	257
Austria	22	19	14	12	33	29	69	60
Belgium	274	254	134	85	430	411	838	750
Brazil	-	-	5	3	19	14	24	17
Canada	61	43	72	56	58	45	191	144
Chile	9	9	-	-	9	10	18	19
China	8	9	11	17	174	203	193	229
Czech republic	9	10	6	6	18	19	33	35
Denmark	12	11	15	15	1	1	28	27
France	711	652	49	35	1,390	1,221	2,150	1,908
Germany	333	318	137	137	815	735	1,285	1,190
Greece	19	20[2]	16	10	73	50	108	101
Hong kong	-	-	-	-	-	-	-	-
Hungary	4	3	2	6	1	3	7	12
India	56	47	13	7	3	3	72	57
Ireland	(9)	(11)	-	2	-	2	(9)	(7)
Italy	66	52	192	154	490	457	748	663
Japan	75	77	13	11	149	138	237	226
Luxembourg	7	7	2	2	10	10	19	19
Malaysia	-	-	-	-	-	-	-	-
Malta	-	-	-	-	-	-	-	-
Mexico	-	-	-	-	-	-	-	-
New zealand	3	3	6	6	-	-	9	9
Norway	22	14	24	31	12	16	58	61
Poland	58	63	8	10	75	83	141	156
Portugal	70	67	20	17	74	72	164	156
Romania	-	-	6	3	1	-	7	3
Singapore	3	4	-	-	-	-	3	4
Spain	255	228	71	63	336	298	662	589
Sweden	79	75	56	53	65	61	200	189
Switzerland	-	-	8	8	61	61	69	69
The Netherlands	588	566	433	393	534	491	1,555	1,450
Turkey	4	3	2	1	2	1	8	5
United Kingdom	165	135	113	91	114	94	392	320
United States	-	-	486	397	660	561	1,146	958
Uruguay	2	1	-	-	3	2	5	3
Total	3,015	2,767	2,102	1,784	5,703	5,174	10,820	9,746

1 Countries of which all positions in the table are zero, have not been included.
2 2021 figures have been restated for comparative purposes by 21 (decrease).

governance.

notes to country-by-country tax reporting

number of employees

The number of candidates (average) is the average number of temporary employees working for our clients.

The number of corporate employees (average) relates to our own staff, which consists of staff at our head offices and employees located at one of our outlets, directly meeting the demands of clients and talent.

differences between taxes accrued and taxes due

Explanations for differences between 'taxes accrued' and 'taxes due' (profit/(loss) before tax multiplied by applicable tax rate) are as follows:

1. Disallowed (business) expenses;
2. Prior-year adjustments;
3. (Non-)deductible/taxable tax items based on local legislation.





governance.

160 corporate governance
168 executive board
170 supervisory board
172 report of the supervisory board
182 remuneration report

corporate governance.

corporate governance structure

Randstad is a publicly listed company based in the Netherlands. As a result, Randstad must comply with Dutch laws and regulations and is subject to the Dutch Corporate Governance Code (see mccg.nl). Given the worldwide exposure of its businesses, the company's international context is of vital importance, and international developments are therefore closely monitored. Any substantial change in Randstad's corporate governance structure will be submitted to the Annual General Meeting of Shareholders.

Randstad has a two-tier board structure, requiring a well-managed relationship between the Executive Board and the Supervisory Board. The two Boards have specific responsibilities.

The Supervisory Board has established three permanent committees: the Audit Committee, the Remuneration Committee, and the Governance & Nomination Committee.

Sound corporate governance is a key component of Randstad's culture and is consistent with its core values. Randstad's corporate governance is supported by a strong focus on integrity, transparency, and clear and timely communication. Good governance and proper supervision are important prerequisites for generating and maintaining trust in Randstad and its management.

board compliance

Both Boards, including the Committees of the Supervisory Board, have their own by-laws or terms of reference, which set rules regarding objectives, composition, responsibilities and working methods. These by-laws, as well as the company's Articles of Association, are available on our website.

general meeting

supervisory board

Wout Dekker (Chair)
Annet Aris
Hélène Auriol Potier
Barbara Borra
Frank Dorjee
Rudy Provoost

committees

- Audit Committee
- Remuneration Committee
- Governance and Nomination Committee

Randstad N.V.

executive leadership team (as of 1 January 2023)

executive board

Chief Executive Officer and Chair of the Executive Board
Sander van 't Noordende

Chief Financial Officer
Henry Schirmer

Chief Operating Officer
Chris Heutink

Executive Board Member
Karen Fichuk
(until 31 March 2023)

Executive Board Member
Rebecca Henderson
(until 31 March 2023)

Chief Human Resources Officer
Myriam Beatove

Chief Client Delivery Officer
Jesus Echievarra

Chief Executive North America
Traci Fiatte

Chief Executive Northern Europe
Dominique Hermans

Chief Marketing Officer
Joanna Irwin

Chief Talent Officer
Marc-Etienne Julien

Chief Executive Randstad Technologies
Venu Lambu

Chief Executive Asia Pacific
Kajetan Slonina

Chief Executive Randstad Enterprise Solutions
Michael Smith

Chief Executive Southern Europe & Latin America
Jorge Vazquez

Chief Information Officer
Martin de Weerdt

Any conflict of interest between Randstad and a Board member should be avoided. Any actual or potential conflict of interest must be reported immediately to the other Board members and/or the Chair of the Supervisory Board. Any shareholding in the company must be for the purpose of long-term investment. Board members must at all times comply with the provisions contained in the Randstad insider dealing rules. These rules include, among other items, a policy that stipulates that dealings in Randstad shares and options by Board members should normally be restricted to the four weeks following the publication of quarterly financial results, provided that the person involved is not in possession of any inside information at that time.

corporate governance declaration

The Executive Board and the Supervisory Board, which are jointly responsible for the corporate governance structure of Randstad, are of the opinion that all of the principles and best-practice provisions of the Dutch Corporate Governance Code are being applied. We strongly believe that these principles and provisions are consistent with our core values. This means that we do not merely take a 'box ticking' approach to compliance. This report also includes the information that needs to be disclosed in accordance with the corporate governance declaration as referred to in the relevant Dutch governmental decree.

executive board

Tasked with the overall management of Randstad, the Executive Board is accountable for developing and executing the company's strategy. The Executive Board is also responsible for the associated risk profile, financial controls, the development of results, and the resolution of corporate responsibility issues, while simultaneously respecting policies that have been set. The responsibility for the management of Randstad is vested collectively in the Executive Board. Each member has duties related to a specific area of responsibilities and expertise. The division of tasks between the members of the Executive Board requires the approval of the Supervisory Board. The Company Secretary acts as secretary to the Executive Board.

Board members are appointed for a maximum term of four years, upon the recommendation of the Supervisory Board. The Supervisory Board regularly assesses the composition of the Executive Board, including diversity of skills and experience as well as succession planning. The Supervisory Board determines the remuneration of the members of the Executive Board, in accordance with the remuneration policy adopted by the General Meeting of Shareholders. Details are set out in the remuneration report (see page 182).

Members need the prior approval of the Supervisory Board before they can take up a board position at another company. A member of the Executive Board is not allowed to be a member of the Supervisory Board of more than two listed companies or serve as Chair of the Supervisory Board of another listed company.

executive leadership team

As of January 1, 2023, Randstad introduced a new Executive Leadership Team (ELT), which is composed of the members of the Executive Board as well as senior regional, business line and functional executives. The ELT members are responsible for developing, advising on, and the subsequent driving and executing of the Company strategy and related targets. The ELT members are appointed by the Executive Board after approval by the Supervisory Board. Their remuneration is approved by the Executive Board, after consultation with the Supervisory Board. The ELT members, who are themselves not members of the Executive Board, report to a member of the Executive Board.

supervisory board

The Supervisory Board supervises and advises the Executive Board in performing its management tasks, sets the direction of the Randstad business, and guides its general development, including the financial policies and corporate structure. It evaluates the company's strategy, development of results, operating model, and the reporting framework established under the Executive Board's management. Major management decisions require the approval of the Supervisory Board. The Supervisory Board further supervises the structure and management of systems of internal business controls and the financial reporting process. The Supervisory Board has the role of employer for the members of the Executive Board. In performing their duties, the members of the Supervisory Board are guided by the interests of Randstad and all its stakeholders.

The role of the Supervisory Board has grown in recent years, and now requires Board members to play a more prominent and active role, thinking along with and advising the Executive Board on key matters, such as strategic processes, important operational decisions, organizational structure, and senior management development.

The Supervisory Board is authorized to recommend to the General Meeting of Shareholders candidates to be appointed to the Supervisory Board. Such appointments are considered on the basis of a profile, taking into account the nature of Randstad's activities and the desired background and expertise of candidates. Diversity is an important criterion in order to establish a balance in nationality, gender, age, experience, and background of the individual members. The Supervisory Board aims for at least 1/3rd of its membership to meet the diversity criteria for female, and at least 1/3rd for male.

Members of the Supervisory Board should limit the number of Supervisory Board memberships and other positions they may hold at listed and non-listed companies in such a way as to guarantee the proper performance of their duties. They are not allowed to hold more than five Supervisory Board memberships in Dutch companies or other large organizations, whereby the role of Chair counts as two memberships.

Supervisory Board remuneration is determined by the General Meeting of Shareholders and not linked to the company's results. Details of the remuneration are set out in the remuneration report (see page 182).

Randstad ensures that there are structured reporting lines to the Supervisory Board. The Supervisory Board meets regularly throughout the year, according to a pre-arranged schedule, both with and without the Executive Board and senior management. Through frequent informal consultation with and updates from the members of the Executive Board in between the meetings, the Supervisory Board remains well informed about the general state of affairs at Randstad. At the end of each year, the Supervisory Board extensively assesses the composition, performance, and functioning of the Executive Board and the Supervisory Board, as well as their individual members.

The Chair of the Supervisory Board ensures the proper functioning of the Board and its Committees, and acts as the main contact for the Executive Board. The Vice-Chair replaces the Chair when required, and acts as the contact for the other Board members on matters relating to the functioning of the Chair. The Company Secretary acts as secretary to the Supervisory Board.

supervisory board committees

While the Supervisory Board retains overall responsibility for its functions, it assigns some of its tasks to three Committees: the Audit Committee, the Remuneration Committee and the Governance & Nomination Committee. Their advice and recommendations assist the Supervisory Board in its decision-making. All Supervisory Board members are, in principle, also members of at least one but no more than two Committees.

The Audit Committee assists the Supervisory Board in fulfilling its supervisory responsibilities for the integrity of the financial reporting process, the system of internal business controls and risk management, and the external audit process. The Committee assesses the audit plan and the scope and approach of the external auditor, and monitors progress and performance. The relationship with the external auditor is evaluated annually. Together with the Executive Board, the Audit Committee reviews quarterly and full-year financial statements, auditor's reports and the management letter.

The internal risk and control framework and tax- and treasury-related activities are recurring topics. The Audit Committee may opt to meet separately with the external auditor to discuss the quality of financial reporting and cooperation with the finance departments.

The Remuneration Committee reviews and makes recommendations regarding the remuneration policy for the Executive Board and the Supervisory Board, for adoption by the Annual General Meeting of Shareholders. The approved policy then forms the basis for the fixed and variable remuneration of the Executive Board. The Remuneration Committee also prepares the annual remuneration report on Executive Board and Supervisory Board remuneration. After approval by the Supervisory Board, the report is submitted for an advisory vote at the General Meeting of Shareholders.

The Governance & Nomination Committee reviews and makes recommendations regarding the Company's corporate governance and leadership structure. The Committee is also tasked with advising on candidates to fill vacancies in the Executive Board and Supervisory Board, evaluating the performance of both Boards and their members, reviewing the company's HR strategy and development of senior management, and ensuring long-term succession planning.

Please refer to the report of the supervisory board (see page 170) for further details.

diversity policy

Randstad aims to develop and sustain a culture of inclusion and fairness that enables talent and employees alike to feel valued for their ideas, background and perspective. We value diversity and do not discriminate on the grounds of age, skin color, disability, gender, marital status, nationality, race, religion, sexual orientation, or any other characteristics. Our global diversity and inclusion policy also applies to the Executive Board and the Supervisory Board.

Randstad aims to ensure that the members of the Executive Board and Supervisory Board represent a good balance in terms of diversity, which includes diversity of background, skills, working experience, age, nationality and gender, among other criteria. It is recognized that diversity enables the Boards to look at issues and solve problems in various ways and respond to challenges in different ways, thus making more effective decisions. All these different skills and backgrounds collectively represented in the Boards reflect the diverse nature of the environment in which Randstad and its stakeholders operate. In addition, diversity drives innovation and accelerates growth, enabling Randstad to attract and maintain the best and most talented people.

Collectively, the Executive Board and the Supervisory Board are considered to be diverse and balanced with regard to educational background, work experience, and nationality. The Boards consist of people with a good mix of sector knowledge, financial expertise, and management capabilities.

Annually, the Supervisory Board assesses the size and composition of both the Supervisory Board and the Executive Board, and agrees on measurable objectives that will lead to an even higher degree of diversity on the Boards.

The Gender Diversity Act, which entered into force in the Netherlands on January 1, 2022, requires Randstad to set appropriate and ambitious targets for gender diversity in its Executive Board and senior leadership. In 2022, 67% of our employees were women and 50% of our leadership positions worldwide were held by women. In our current Executive Leadership Team, 38% of members are women. We are now targeting women more specifically in our executive population, with a goal of 45% by 2025. This is also one of the targets in our long-term incentive plan for

senior management and the Executive Board. In principle, these targets also apply to the Executive Board. However, when the decision was made to set up a more extensive Executive Leadership Team, it was decided to gradually reduce the size of the Executive Board. Two female members of the Executive Board have decided to pursue opportunities outside of Randstad at the end of their mandate in March 2023 and are not available for a next term. One female member will be nominated for appointment. For the short and mid term, the aim is to have at least 25% female members of the Executive Board if there are 4 (or more) Executive Board members and at least 30% if there are 3 (or less) Executive Board members.

More information on the value of equity, diversity, inclusion and belonging at Randstad can be found under our value for employees (see page 58).

general meeting of shareholders

Important matters that require the approval of the (Annual) General Meeting of Shareholders are:

- adoption of the annual accounts;
- adoption of profit appropriation and dividend allocation;
- significant changes to the company's corporate governance;
- appointment, suspension, or dismissal of the members of the Executive Board and the Supervisory Board;
- remuneration policy of the Executive Board and the Supervisory Board;
- remuneration report of the Executive Board and the Supervisory Board;
- discharge from liability of the members of the Executive Board for their duties;
- discharge from liability of the members of the Supervisory Board for their duties;
- appointment of the external auditor;
- authorization to issue or purchase shares in Randstad's capital, and the cancellation of repurchased shares;
- adoption of amendments to the articles of association.

Further details about the proposals that the Executive Board or the Supervisory Board can submit to the meeting and the procedure according to which shareholders themselves can submit matters for consideration by the meeting are specified in the company's articles of association.

The General Meeting of Shareholders, which is normally held at the end of March or in early April, is broadcast live by webcast via our website. As specified in the notice for the meeting, voting instructions (anonymous if desired) can be given to an independent third party in advance of the meeting. Within three months of the meeting, the draft minutes of the meeting are made available for comments for a period of three months. The definitive minutes are published on our website.

voting rights

The issued share capital of Randstad currently consists of 184 million ordinary shares, 25.2 million preference shares B, 14.6 million preference shares C1, and 35.6 million preference shares C2. The ordinary shares have equal voting rights ('one share, one vote'). The voting rights on the preference shares are aligned with the capital contribution upon issuance. Effective at a General Meeting

of Shareholders, the voting rights on the preference shares B are 3.6 million, and the voting rights on the preference shares C are 5.6 million.

The foundation Stichting Administratiekantoor Preferente Aandelen Randstad holds the preference shares B and C. The foundation's Board consists of Bas Kortmann (Chair), Claartje Bulten and Annelies van der Pauw. The Board members are fully independent. Depository receipts issued by the foundation are held by, among others, Nationale Nederlanden NV, ASR NV, Richmond, and Randstad Beheer BV. Although the voting rights attached to the preference shares are vested in the foundation, each depositary receipt holder can ask for a proxy to exercise the voting rights underlying their depositary receipts during a General Meeting of Shareholders.

Randstad may issue preference shares A to a legal entity charged with safeguarding the company's interests and preventing influences that may threaten its continuity, independence, or identity. To date, no such shares have been issued. Resolutions for such an issue would require the approval of the General Meeting of Shareholders.

As at December 31, 2022, the holders of approximately 95.8% of ordinary shares were able to make unrestricted use of their voting rights. The other 4.2% of ordinary shares were converted into depository receipts. A foundation, Stichting Administratiekantoor Randstad Optiefonds, holds those shares, in which the attached voting rights are vested. The depository receipts issued by Stichting Administratiekantoor Randstad Optiefonds are fully exchangeable into ordinary shares, and are held by Stichting Randstad Optiefonds. Randstad Beheer, the private holding company of Randstad's founder Frits Goldschmeding, is the sole Board member of Stichting Administratiekantoor Randstad Optiefonds.

internal risk management and control systems

A detailed description of Randstad's Risk & Control framework, including a description of the most important risk management and control systems, is given in the section risk & opportunity management (see page 116).

legal transparency obligations

The information that needs to be disclosed under Article 10, Takeover Directive Decree, and section 391, sub-section 5, book 2 of the Dutch Civil Code is available in various sections of this annual report. In this section, we provide additional information or indicate where the information can be found.

a. capital structure and attached rights and duties

An overview of the company's capital structure and voting rights is provided in the section our value for investors (see page 86) of this annual report. An overview of the company's dividend policy is provided in the section financial objectives and capital allocation (see page 36) of this annual report.

b. statutory or contractual restrictions on share transfers

Approximately 32.0% of the total share capital (3.0% ordinary shares, 9.7% preference shares B, and 19.3% preference shares C) has been converted into depository receipts (see section voting rights (see page 160)). The transfer of depositary receipts of preference shares requires the approval of the Executive Board and the Supervisory Board.

c. major shareholders

Shareholders are obliged to give notice of interests exceeding certain thresholds to the Netherlands Authority for the Financial Markets (AFM). Almost all the holdings listed below are a combination of (depositary receipts of) ordinary shares and (depositary receipts of) preference shares. All transactions between Randstad and holders of at least 10% of the total number of shares are agreed on terms that are customary in the sector concerned. More details can be found in the section on related-party transactions (see page 255) in the financial statements. This means that best-practice provision 2.7.5. of the Dutch Corporate Governance Code has been observed.

d. special rights of control

The company has not issued special rights of control to specific shares or shareholders. Preference shares A can be issued, but only with the approval of the General Meeting of Shareholders.

e. control mechanisms relating to option plans, share plans, and share purchase plans

The following share-based payment arrangements are in effect: a performance stock option plan for the Executive Board, two performance share plans (one for the Executive Board members and one for senior management), and a share purchase plan for all corporate employees. The relevant characteristics of these plans can be found in the notes to share-based payments (see page 251).

f. voting limitations

Holders of depository receipts of ordinary shares have no voting rights.

g. agreements with shareholders that can limit the transfer of shares or voting rights

Randstad has signed a continuity agreement with Randstad Beheer, the private holding company of Randstad's founder Frits Goldschmeding. According to its articles of association, the purpose of Randstad Beheer is to participate in Randstad and safeguard the interests of Randstad and its business, among others by promoting the continuity of Randstad and the sustainable success of its business. This is in line with the modus operandi that has been followed over the past decades. The long-term involvement of Randstad Beheer is reflected by its right to nominate one seat on Randstad's Supervisory Board, provided Randstad Beheer holds a stake in Randstad N.V. of at least 25%.

In the context of the purpose of Randstad Beheer, Frits Goldschmeding has created a future proof structure that does not depend on the life and involvement of individuals and that will continue beyond his life. Today, Randstad Beheer is managed by Frits Goldschmeding together with two senior directors having backgrounds in business and finance (including in-depth knowledge of Randstad and the industry in which Randstad operates). Oversight on Randstad Beheer is exercised by a separate board chaired by Frits Goldschmeding and further comprising senior directors with backgrounds in business, legal and finance. In case of Frits Goldschmeding's passing away, the Randstad shares continue to be held by Randstad Beheer with its aforementioned purpose, and the senior directors – having served alongside Frits Goldschmeding and continuing their respective board positions – provide for continuity in how the interest in Randstad is managed.

The agreement includes an arrangement that ensures a careful consultation process if Randstad Beheer at some point considers to amend the purpose of its articles of association and if Randstad Beheer's voting rights in Randstad N.V. are at that point at least 25%. In the event that Randstad Beheer decides to amend its purpose at the end of that process, Randstad Beheer and Randstad N.V. will reasonably consult on the new situation and the potential reduction of Randstad Beheer's shareholding in Randstad, and Randstad N.V. will assist in such reduction if and when it occurs.

The agreement ensures that, if Randstad Beheer's voting rights fall below 25% or if it has the intention to reduce its voting rights to below 25%, Randstad N.V. and Randstad Beheer will discuss potential consequences for Randstad N.V.'s governance aimed at safeguarding Randstad's development, continuity and strategic position in the new share ownership structure.

h. regulations concerning the appointment and dismissal of board members and changes to the articles of association

Members of the Executive Board and the Supervisory Board are appointed by, and may at any time be suspended or dismissed by, the General Meeting of Shareholders. A Supervisory Board member is eligible for reappointment once for a period of four years, and subsequently for a period of two years, which may be extended by at most two years, provided that the reasons for this extension are provided in the report of the Supervisory Board. Resolutions with respect to appointment and dismissal are passed by an absolute majority of the votes cast. If an amendment to the Articles of Association is proposed to the Annual General Meeting of Shareholders, this is always stated in the convening notice for that meeting. A copy of the proposal, containing the verbatim text of the proposed amendment, is simultaneously deposited at the company's head office, for perusal by every shareholder, as well as by every holder of depository receipts, until the end of the meeting. Copies are made available free of charge. Amendments to the Articles of Association involving changes to the special rights accruing to the holders of preference shares require the approval of the holders of preference shares concerned at the meeting.

→ corporate governance.

i. authority of the executive board, especially to issue and repurchase shares in the company

Subject to the approval of the Supervisory Board, the Executive Board is the designated body authorized to issue shares, grant rights to subscribe for shares, and restrict or exclude the preemptive right to any issue of shares and grant of rights to subscribe for shares. The number of shares to be issued shall be limited to a maximum of 10% of the issued share capital of the company. The Executive Board is also authorized, subject to the approval of the Supervisory Board, to repurchase shares up to a maximum of 10% of the issued share capital of the company.

j. change of control arrangements

Change of control provisions have been included in the company's revolving syndicated credit facility, as well as the company's performance share and option plans for the Executive Board and senior management, and the share purchase plan for corporate employees.

k. agreements with board members or employees

The severance payment for all members of the Executive Board has been set at a maximum of one annual base salary in addition to the notice period of 12 months (6 months for new appointments as from 2021).

executive board.



sander van 't noordende (1963, dutch)

CEO and Chair of the Executive Board

- Joined Randstad in 2021
- Appointed to the Executive Board on January 10, 2022
- Current term of office 2022 - 2026
- Took over as CEO and Chair of the Executive Board on March 29, 2022

background

Sander van 't Noordende is Chief Executive Officer and Chair of the Executive Board at Randstad. He started his role in March 2022 and had previously served as a member of the Supervisory Board since March 2021. Sander spent the majority of his career at Accenture, where he held a number of executive roles. During a successful three decades with the company, he served as the Group Chief Executive of the Products Operating Group and had a sharp focus on client and industry development, as well as strong growth in digital services. He holds a degree in Industrial Engineering, specializing in Finance and Marketing, from the Eindhoven University of Technology. He currently is a non-executive director at AECOM and is a passionate advocate for workplace equality.



henry schirmer (1964, german)

CFO

- Joined Randstad in 2018
- Appointed to the Executive Board in 2018
- Current term of office 2022 - 2026

background

Henry Schirmer obtained a Master's degree in industrial engineering and management. He joined Unilever in 1990 and gained extensive experience in several international finance roles, most recently as Executive Vice President Finance of Unilever Europe. He is a member of the Board of Directors of General American Investors.

responsibilities

Henry Schirmer is responsible for Global Finance and Accounting, Business Control, M&A, Tax, Treasury, Business Risk & Audit, Investor Relations, Procurement and Legal.



karen fichuk (1965, american)

- Joined Randstad in 2019
- Appointed to the Executive Board in 2019
- Current term of office 2019 - 2023, will step down in 2023

background

Karen Fichuk holds a degree in Finance and Real Estate from the Colorado State University. She has 25 years of experience as a commercial and functional leader at The Nielsen Company. Before joining Randstad, she was President Developed Markets and Strategic Initiatives responsible for North America, Western Europe and Australia/New Zealand.

responsibilities

Karen Fichuk is responsible for the US and Canada.

→ executive board.



rebecca henderson (1963, american)

- Joined Randstad in 2012
- Appointed to the Executive Board in 2019
- Current term of office 2019 - 2023, will step down in March 2023

background

Rebecca Henderson brings over 25 years of strategic client experience in both technology and HR services. She has spent her time at Randstad developing market leading solutions in Recruitment Process Outsourcing and Managed Services Programs globally delivering added value to our enterprise clients.

responsibilities

Rebecca Henderson is responsible for Randstad Enterprise Group, the UK and Ireland. In addition, she is responsible for Global Businesses: Monster Worldwide, Randstad RiseSmart, Randstad Sourceright and twago.



chris heutink (1962, dutch)

- Joined Randstad in 1991
- Appointed to the Executive Board in 2014
- Current term of office 2022 - 2026

background

Chris Heutink started his career at Randstad as a consultant in the Netherlands. Various management positions followed until 2009, he was appointed Managing Director of Randstad Netherlands.

responsibilities

Chris Heutink is responsible for the Netherlands, Germany, Italy, Denmark, Sweden, Norway, Austria, Switzerland, Poland, Czech Republic, Hungary, Romania, Greece and Turkey, as well as Japan, the Greater China region, India, Australia, New Zealand, Singapore & Malaysia. He is also responsible for Global HR.

supervisory board.



wout dekker (1956, dutch)

Chair of the Supervisory Board

- Member of the Supervisory Board since 2012
- Current term of office 2022 - 2024

background

Wout Dekker is the former Chairman of the Executive Board and CEO of Nutreco N.V. and the former Chairman of the Supervisory Board of Rabobank. He is a member of the Supervisory Board of SHV Holdings N.V., Pon Holdings N.V. and Hendrix Genetics Holding B.V.

responsibilities

Wout Dekker is Chair of the Governance & Nomination Committee and a member of the Remuneration Committee and the Audit Committee.



annet aris (1958, dutch)

- Member of the Supervisory Board since 2018
- Current term of office 2022 - 2026

background

Annet Aris is Senior Affiliate Professor of Strategy at INSEAD, where she teaches courses on digital transformation and disruption. From 1994-2003, she was a partner at McKinsey & Company in Germany, and from 2003-2018, she was Adjunct Professor of strategy at INSEAD. She currently is Academic Director of INSEAD's Corporate Governance Centre. She is a member of the Supervisory Board of ASML N.V. and Jungheinrich AG.

responsibilities

Annet Aris is Chair of the Remuneration Committee and a member of the Governance & Nomination Committee.



hélène auriol potier (1962, french)

- Member of the Supervisory Board since 2020
- Current term of office 2020 - 2024

background

Until December 2020, Hélène Auriol Potier was Executive Vice President International at Orange Business Services. Until 2018, she was General Manager of Artificial Intelligence for Microsoft Europe. In her 10 years' tenure at Microsoft, she held different executive positions in APAC and Europe. Earlier in her career, she worked for Dell Inc. and Nortel. Hélène Auriol Potier is a member of the Board of Directors of Safran SA, ODDO BHF and Accor. She is a senior advisor for Warburg Pincus.

responsibilities

Hélène Auriol Potier is a member of the Governance & Nomination Committee.

→ supervisory board.



frank dorjee (1960, dutch)

- Member of the Supervisory Board since 2014
- Current term of office 2022 - 2024

background

Frank Dorjee was Chief Strategic Officer and member of the Board of Directors of Prysmian Spa from March 2011 until January 2014. Until its takeover by Prysmian Spa, he was CEO and Chairman of the Executive Board of Draka Holding NV from 2010 to 2011 and its CFO from 2004 until 2009. He is a member of the Supervisory Board of Koole BV and Beacon Rail Lux Holdings S.A.R.L. and a member of the Board of Directors of YOFC.

responsibilities

Frank Dorjee is Chair of the Audit Committee.



barbara borra (1960, italian)

- Member of the Supervisory Board since 2015
- Current term of office 2019 - 2023, will step down in 2023

background

Barbara Borra joined Franke in 2019 as President of the Kitchen Systems Solution and currently is President and CEO of the Home Solutions Division. Before joining Franke, she was CEO for EMEA of Fontana Group. Prior to that, she was with Whirlpool for 10 years, serving in different senior management positions, and more recently as Vice President of its Chinese operations. Before joining Whirlpool, she held a number of international roles in various countries at Rhodia and General Electric. She is a member of the Board of Directors of Fluidra SA.

responsibilities

Barbara Borra is a member of the Remuneration Committee.



rudy provoost (1959, belgian)

- Member of the Supervisory Board since 2015
- Current term of office 2019 – 2023, will step down in 2023

background

Rudy Provoost is the former CEO and Chairman of the Board of Directors of the Rexel Group. Before, he was a member of the Executive Board of Royal Philips and successively CEO of Philips Lighting and CEO of Philips Consumer Electronics. He also held various senior leadership and international management positions at Whirlpool, Canon, and Procter & Gamble. He is currently the Chairman of the Board of Directors of Jensen-Group, as well as a member of the Board of Directors of Elia Group, Pollet Water Group, and Vlerick Business School. In November 2022, he was appointed Chairman of Voka, the Flanders Alliance of Enterprises, Chambers of Commerce & Industry.

responsibilities

Rudy Provoost is a member of the Governance & Nomination Committee.

report of the supervisory board.

introduction

"2022 was again a special year for Randstad. In March, we said farewell to Jacques van den Broek. During his very long tenure with Randstad, of which eighteen years as member of the Executive Board and eight years as its Chair and CEO, Jacques van den Broek has made an extraordinary contribution to the company's growth, leadership position, and culture. He was succeeded by Sander van 't Noordende, who made an excellent start. During his induction with Randstad, Sander van 't Noordende spent a lot of time meeting with employees, clients, talent and shareholders. He brings a lot of engagement, drive and enthusiasm to Randstad. In September, we announced the introduction of a new, extended Executive Leadership team, which consists of the members of the Executive Board and a number of senior leaders, most of whom were promoted from within Randstad, with regional, business or functional responsibility. This management structure builds on the strategic priorities which Randstad has defined, while creating the global roles of CHRO, Chief Talent Officer and Chief Client Delivery Officer.

Rebecca Henderson and Karen Fichuk, members of the Executive Board, decided to pursue new opportunities outside Randstad at the end of their term by the end of March 2023. René Steenvoorden stepped down from the Executive Board in October 2022. He currently remains with Randstad as a senior advisor before pursuing other opportunities. We thank them all for their contribution to the company.

In 2022, while we emerged from the global COVID-19 pandemic, Randstad delivered outstanding results. Talent scarcity and tightness of the labor market are important growth opportunities for Randstad. During the year, the Supervisory Board closely monitored the company's financial and operational performance. The discussions about strategy and related priorities were much appreciated by the Supervisory Board, especially during the two strategic sessions, which were held in June and October. They allowed for much in-depth dialogue and reflections, while also enabling some valuable informal time together.

On behalf of the Supervisory Board, I would like to thank all Randstad employees, under the strong leadership of the Executive Board, for their outstanding contribution and continuing dedication."

Wout Dekker
Chair of the Supervisory Board

composition, diversity and independence

composition of the supervisory board

The Supervisory Board currently comprises six members: Wout Dekker (Chair), Annet Aris, Hélène Auriol Potier, Barbara Borra, Frank Dorjee, and Rudy Provoost (see the section supervisory board for biographies). The members have a diverse mix of knowledge, skills, expertise and capabilities, in line with the required profile as included in Annex 2 of the Supervisory Board's by-laws. The Supervisory Board values and promotes diversity, not only within the Supervisory Board and the Executive Board, but also within the company as a whole (see diversity policy).

retirement and reappointment

Following his appointment to the Executive Board effective January 10, 2022, Sander van 't Noordende stepped down from the Supervisory Board. Wout Dekker, Frank Dorjee and Annet Aris were reappointed as members of the Supervisory Board at the General Meeting of Shareholders, held on March 29, 2022.

At the next General Meeting of Shareholders, to be held on March 28, 2023, the second term of Barbara Borra and Rudy Provoost will expire. Taking account of the rule that Supervisory Board members will only be reappointed in exceptional cases for two more two-year terms, they will not be reappointed. The Supervisory Board would like to thank them for their excellent contribution during the past eight years.

→ report of the supervisory board.

supervisory board diversity, competences and knowledge fields

	Wout Dekker	Annet Aris	Hélène Auriol Potier	Barbara Borra	Frank Dorjee	Rudy Provoost
diversity						
Year of birth	1956	1958	1962	1960	1960	1959
Gender	male	female	female	female	male	male
Nationality	Dutch	Dutch	French	Italian	Dutch	Belgian
competences						
Executive experience	●		●	●	●	●
International experience	●	●	●	●	●	●
Finance/audit	●				●	
ESG	●	●	●			
Risk	●	●			●	
Operations	●		●	●	●	●
Human resources						
IT & cyber security		●	●			
industry knowledge						
Materials					●	
Industrials	●	●	●	●	●	●
Consumer discretionary	●	●	●	●	●	●
Consumer staples	●	●	●	●	●	●
Healthcare	●					●
Financials	●	●			●	
Information technology		●	●			
Communication services			●			
Real estate	●				●	

supervisory board retirement and reappointment schedule

name	year appointed	year of (possible) reappointment	(final) term expires	current number of SB positions including Randstad
Wout Dekker	2012	N/A	2024	4 (1 Chair)
Annet Aris	2018	2026	2030	3
Hélène Auriol Potier	2020	2024	2032	4
Barbara Borra	2015	2023	2023	2
Frank Dorjee	2014	2024	2024	4
Rudy Provoost	2015	2023	2023	5 (1 Chair)

In light of the resulting vacancies and the ending of the terms of Wout Dekker and Frank Dorjee in March 2024, the Supervisory Board initiated an extensive succession process in July 2022. This process was facilitated by an external advisor, who held interviews with each member of the Supervisory Board, the CEO and the company secretary. Based on these interviews and the subsequent in-depth dialogue, four profiles were drawn up for the new members of the Supervisory Board:

1. The Chair of the Audit Committee, to succeed Frank Dorjee, with an executive financial background, preferably a former CFO;
2. 'A second CEO', i.e. someone who brings senior executive leadership expertise, preferably a seasoned CEO from a globally operating company;
3. A candidate who brings HR expertise, both from a customer perspective as well as first-hand knowledge of the latest trends and developments in HR services;
4. A candidate nominated by Randstad Beheer, the private shareholding company of Frits Goldschmeding, Randstad's founder and leading shareholder.

A search process was started to find candidates who fit these profiles. The members of the Governance & Nomination Committee subsequently interviewed the potential candidates in the course the fourth quarter of 2022 and early 2023. The Supervisory Board is pleased to announce that the following proposals for appointment to the Supervisory Board will be submitted for approval to the next General Meeting of Shareholders:

- Cees 't Hart, who has been CEO of Carlsberg Group since 2015, and has a strong track record in leading international businesses;
- Laurence Debroux, the former CFO of Heineken, who brings additional financial expertise to the Supervisory Board and will succeed Frank Dorjee as Chair of the Audit Committee as of 2024;
- Jeroen Drost, who has been CEO of SHV Holdings since 2016, and will be nominated by Randstad Beheer.

independence

The Supervisory Board attaches great importance to the independence of its members. As a rule, all members, with the exception of no more than one, should be independent in the sense of Article 1.5 of the Supervisory Board's by-laws. In 2022, all members were independent. There was no actual or potential conflict of interest between Randstad and any Board member. In line with legislation and as part of the key control framework of the company, members of the Supervisory Board (as well as the Executive Board) are required to annually state in writing their related parties and transactions, if any, between these related parties and the company. It was confirmed that no related-party transactions occurred in 2022, except for those cases in which members of the Supervisory Board used a management company to invoice their related directors' fees to Randstad.

induction, training and performance self-assessment

Ongoing education is an important part of good governance. New members of the Supervisory Board attend induction sessions at which they are informed on the financial, reporting, risk & audit, HR, marketing & communications, legal and governance-related affairs of the company.

In the first half of 2022, the Supervisory Board asked an external advisor, Linda Hovius, to once again facilitate its self-assessment. She held individual intake interviews with each member of the Supervisory Board, several members of the Executive Board (including the CEO and CFO) and the company secretary. The main themes from the interviews were presented by Linda Hovius during a feedback session with the Supervisory Board, with the aim of discussing the main themes in more depth and aligning on the next steps for improving the overall effectiveness and impact of the Supervisory Board going forward. All interviewees agreed that the Supervisory Board had functioned well over the past period and that the general atmosphere had been constructive and good. The succession process of the CEO had been well managed with a good outcome. The business and portfolio review had been thorough in light of the need to further explicate the company strategy. Other main themes were:

- Supervisory Board succession: Given the upcoming vacancies in the Supervisory Board, it became clear that a more extensive succession process needed to be initiated, as also elaborated on above.
- Top structure and governance: Much time was spent on the proposed implementation of a new extended Executive Leadership Team, combining representation from regional and business leaders as well as key functional leaders. The topic of diversity was an important principle to work from in this respect.
- The composition and performance of the Committees: The Supervisory Board agreed that the existing committees are the right ones and are performing solidly.
- The advisory role of the Supervisory Board: In this context, it was agreed that two offsites will be organized annually, one in Q1 and one in Q3, to allow for more in-depth dialogue, deep dives and content discussion on relevant strategic and situational topics, allowing the

members of the Supervisory Board to continue to challenge and advise management.
- Performance review of the Executive Board: In addition to the year-end performance review, it was agreed to plan a mid-year check-in for each member of the Executive Board, led by the Chair of the Supervisory Board and joined by a rotating second member of the Supervisory Board.

supervisory and advisory activities in 2022

In 2022, the Supervisory Board and its committees continued to focus on supervising, challenging and advising the management of Randstad in their ambition to drive the performance of the business, ensuring that Randstad is the preferred partner of choice for both clients and talent, now and in the future. The company's strong culture, building on entrepreneurship and operational savviness, is an important point of attention.

meetings of the supervisory board and attendance

The Supervisory Board met fifteen times during 2022 (2021: fourteen times). Seven meetings were held jointly with the full Executive Board. The other eight meetings were held without the Executive Board, but some of these were in part attended by the CEO and CFO. Most of these meetings were held to discuss specific themes relating to the performance and composition of the Supervisory Board, as well as the performance, composition and remuneration of the Executive Board. These private meetings also allowed the Supervisory Board to reflect independently on important matters.

Between meetings, the Chair of the Supervisory Board regularly maintained contact with the CEO. He also frequently met with Randstad's leading shareholder and his representatives. The Chair of the Audit Committee regularly maintained contact with the CFO to discuss relevant topics and prepare for the quarterly meeting of the Audit Committee. The Chair of the Remuneration Committee met with the CEO, CFO and the CHRO (who joined in September 2022) to prepare for the meetings of the Remuneration Committee.

topics discussed and agreed with the supervisory board

In addition to the topics mentioned above, the Supervisory Board discussed a wide range of other topics with the Executive Board during the year. Among other things, these related to:

- the quarterly results, annual report and accounts;
- the assessment of strategic, operational, financial, and compliance risks, including Randstad's approach to risk and opportunity management, based on the quarterly report of the Business Risk & Audit function and the external auditor's quarterly report and management letter;
- the company's value creation, financing, capital allocation strategy, and dividend policy;
- key developments and initiatives in the area of data, IT, digital and cyber security;
- compliance with relevant rules and legislation, including in relation to GDPR;
- potential acquisitions;
- the preparation, evaluation, and follow-up of the Annual General Meeting of Shareholders;
- the increasing attention given to matters relating to environmental, social & governance (ESG) in relation to Randstad's strategy;

supervisory board meeting attendance in 2022

name	supervisory board	audit committee	remuneration committee	governance & nomination committee
Wout Dekker	15/15	6/6	4/4	6/6
Annet Aris	15/15	-	4/4	6/6
Hélène Auriol Potier	15/15	-	-	6/6
Barbara Borra	15/15	-	2/4	-
Frank Dorjee	15/15	6/6	-	-
Rudy Provoost	11/15	-	-	4/6
Total attendance	96%	100%	83%	92%

- the views of analysts and investors, the solid relationship with the leading shareholder, as well as changes in the shareholder base;
- senior leadership performance, including the results and key observations of the annual people review, organizational changes, and senior management appointments; and
- the operational plan for 2023.

strategy

Twice during 2022, the Supervisory Board and Executive Board met for two consecutive days to discuss Group strategy in more detail. During the first session in June, much time was spent on the inside-out view addressing macro-economic and market trends, while the second session in October focused more on Randstad's strategic priorities and leadership structure. The topics discussed during these meetings included, among other things:

- The external macro perspective, elaborated on by an economic expert from a financial institution, addressing global macro-economic trends, related risks, and labor market trends;
- Staffing market insights and outlook, elaborated on by the Executive Director of Global Research of the leading Staffing Industry Analysts, addressing the impact of and lessons learned from the COVID-19 pandemic, market trends, technology trends, and staffing platform and MSP developments;
- Talent and client trends, notably in relation to talent scarcity, the need for (re)skilling, digitization, and data;
- Technology trends affecting the staffing industry, including digital staffing;
- Global delivery and related client delivery models;
- Global talent strategy and the key elements of the talent value proposition;
- Randstad's technology roadmap and key elements of the IT organization; and
- Randstad's new global brand campaign addressing key talent needs and building on Randstad's brand proposition.

meetings without the executive board

During the meetings of the Supervisory Board without the Executive Board (but in part attended by the CEO, CFO and CHRO), the following (recurring) topics were addressed, in addition to those mentioned above:

- the realization of the annual targets and periodic performance assessment of the Executive Board;
- the governance structure of Randstad, including the composition of the Executive Board, the implementation of the Executive Leadership Team, the appointment of a COO, CHRO and CIO, the new regional and business leads, as well as the new global roles to empower Randstad's strategic priorities in relation to client delivery and talent; and
- the remuneration and related targets for 2023.

culture and brand positioning

The members of the Supervisory Board get a good sense of the culture within Randstad by country visits and meetings with senior management. They also regularly challenge the Executive Board on culture-related topics. The tone at the top is derived from our core values and embedded within the company's leadership style. The most valued leadership behaviors include setting the right example, transparency, open and clear communication, integrity, and good governance.

The culture within the company, which is driven by Randstad's strong purpose, mission and core values, helps to attract and retain top talent. Employee engagement and cultural fit are measured as part of the Randstad in Touch survey, whose results are shared with the Supervisory Board.

business principles and misconduct reporting

To underline the importance of Randstad's business principles and the procedure for reporting misconduct, the Supervisory Board shares responsibility for these matters with the Executive Board. An assessment of the complaints reported under the misconduct reporting procedure is shared with the Audit Committee annually.

supervisory board committee activities in 2022

The Supervisory Board has three Committees: the Audit Committee, the Remuneration Committee, and the Governance & Nomination Committee. Their roles are described in more detail under corporate governance (see page 160). The Committees generate detailed information and prepare recommendations relating to their specific areas, while the full Supervisory Board retains overall responsibility. In each case, the Committee Chair reports the Committee's main considerations and findings to the full Supervisory Board, usually immediately after the relevant Committee meeting.

All Supervisory Board members have a standing invitation to attend meetings of Committees of which they are not a member, which they do attend on a regular basis.

report of the audit committee

"Randstad delivered an outstanding performance in 2022. The company has shown that it is agile, flexible, and strong. The Audit Committee focused on the development of the results, cash flow, financing, ESG as well as the Risk & Control Framework. Recurring items on the agenda were data protection, information security, cyber security and the development of IT plans. As the maximum term of the external auditor will expire after book year 2024, we started an extensive process for the appointment of a new auditor as from 2025. The outcome was that the Audit Committee proposed to the Supervisory Board to appoint PwC Accountants for the audit of the financial statements as of the year 2025."

Frank Dorjee
Chair of the Audit Committee

The Audit Committee assists the Supervisory Board in its responsibility to oversee Randstad's financing, financial statements, financial and non-financial (including ESG/ sustainability) reporting processes, and the system of internal control, risk management and audit. In 2022, the Audit Committee members were Frank Dorjee (Chair) and Wout Dekker. Both members have relevant expertise in the field of financial management.

Six meetings were held in 2022 (2021: five). Four of the Committee meetings took place prior to the publication of the quarterly results. In advance of the Committee meetings, the Chair of the Committee always has preparatory meetings with the CFO and the managing directors for Global Control, Global Financial Reporting, and Business Risk & Audit. Besides the CEO, the CFO, and the external auditor, these managing directors attend each Committee meeting. If considered necessary, the Chair also meets with the external auditor in advance.

During the year, the Audit Committee focused on Randstad's financial performance in terms of revenue and result development, incidentals and one-offs, the development of working capital and cash flow, testing of potential scenarios going forward, potential impairments, financial controls and risk management, financing and the capital allocation strategy, and dividend policy.

At each meeting, the Audit Committee also discussed the draft quarterly results' press release, the external auditor's report with quarterly observations, and the quarterly update from Business Risk & Audit, which contains management self-assessments of risks and controls, internal audit results, and progress and outcomes of fraud investigations.

In addition, the following topics were discussed during the year:

- an update on global treasury and financing activities from the managing director Global Treasury;
- an update on global tax issues from the managing director Global Tax, including an assessment of Randstad's tax mission, strategy, policy, organization, and transparency; the Audit Committee complimented management on the solid performance and external recognition on tax transparency;
- the annual legal letter, listing material litigation;
- the procedure for reporting misconduct, including the report of the central integrity officer summarizing the cases reported under this procedure and the awareness of this procedure within the Company;
- changes of key people in the Finance function in operating companies and at global level; and
- the annual talent and performance review of the Finance function and its key people, including the aim of further developing the Finance function, staff and organization throughout Randstad. Particular attention was given to diversity-related aspects.

Much time was again spent on the further implementation of regulations and improvement programs on data protection, as well as on information security and cyber security. As an HR services provider, Randstad relies on personal data. This makes data protection highly relevant. Data protection programs continued at all operating companies. Their implementation is closely monitored and reported to the Audit Committee, based on the progress of a number of relevant quantitative and qualitative KPIs. In addition, the Audit Committee paid attention to the implementation of related global IT projects.

Randstad aims to continuously improve internal control, both in the various country organizations and at a global level. Every quarter, local management draws up a risk register and semi-annually conducts a control self-assessment. The Business Risk & Audit function subsequently reviews and audits the quality of control in the various operating companies. Business Risk & Audit compares the internal audit outcomes with the management's control self-assessment. The results of this exercise are discussed with the Audit Committee every six months. Our key control framework contains the most relevant controls based on Randstad's risk profile and is built around the core business processes. It covers risks in the areas of finance and reporting, compliance, operations (including IT), and some strategic risks. Further digitization of business models and business processes will be supported by a focus on IT and automated control in the coming years. Having implemented various programs, Randstad is continuously improving its data protection, information security, and general IT controls posture. The Business Risk & Audit function closely monitors the effectiveness and quality of internal controls. These control assessments and updates allow management to keep its focus on internal control and prioritize improvement plans. The transparent structure and open dialogue on the risks, together with the key control framework, and internal audit outcomes lead to a culture of accountability and responsibility at all levels of the organization. More information can be found under risk & opportunity management (see page 116).

The Business Risk & Audit function has been adequately embedded within the organization by way of the Business Risk & Audit network, consisting of local internal auditors at operating company level. This is formally arranged by the annually updated function charter. The department's managing director has direct access to the Chair of the Audit Committee, as such ensuring objectivity, authority, and responsibility setting. The external quality assessment review performed by KPMG confirmed that the function complies with the standards as set for internal audit departments.

With regard to the external audit, the Audit Committee reviewed Deloitte's proposed audit plan relating to the audit scope (85% of Group revenue), materiality, approach, focus areas, and fees. BDO again presented its audit of the local statutory accounts of a number of smaller countries not included in Deloitte's Group audit scope. No material issues were noted by BDO.

Besides the financial audit, the Audit Committee and Supervisory Board requested that Deloitte perform review procedures related to certain non-financial information on 2022 as disclosed in the management report, resulting in limited assurance on this information. The outcome of these procedures was discussed with the Audit Committee.

The Audit Committee assured itself of the independence of the external auditor and the non-audit services provided by the external auditor, in line with the relevant policy.

The Audit Committee discussed Deloitte's (interim) management letter in much detail during its meeting in December 2022, with the following main observations:

- Overall maturity levels of key financial processes are stable, but generally at a high level;
- Randstad continues to focus on and improve general IT controls, and to solve deficiencies reported in the local IT environment, with specific attention given to initiatives centralizing the IT landscape and to cyber security;
- Management's tone at the top continues to be good;
- There were a limited number of small fraud incidents that were already identified and addressed by management.

Extensive time was again spent on discussing the rapid changes in the requirements with regard to reporting on ESG topics. Deloitte noted that Randstad is taking steps to further improve its ESG reporting and related governance, partly in relation to the requirements of upcoming regulations.

The Audit Committee also discussed the interim management letter of BDO, which encompasses the audit of 18 relatively smaller countries. No material topics were raised.

The Audit Committee assessed the performance of the external auditor, based on a satisfaction survey conducted among the CFOs of the largest operating companies and key corporate finance staff. As part of this annual evaluation process, the following items were taken into consideration: (1) the quality of the audit work, (2) the sufficiency and fulfillment of the audit engagement, (3) the quality of the auditor's reports, (4) the independence of the auditors, (5) the expertise and composition of the audit team, (6) the audit fee, and (7) quality control within the audit firm. Deloitte's performance is generally considered to be satisfactory, and their overall rating was stable compared to the prior year.

The Executive Board and the Audit Committee evaluated the activities performed for Randstad by Deloitte Accountants BV. It is apparent that Deloitte is capable of forming an independent judgment concerning all matters that fall within the scope of its auditing task; there is a good balance between the effectiveness and efficiency of Deloitte's actions, for example in relation to auditing costs, risk management and reliability. On this basis, the Supervisory Board, upon the recommendation of its Audit Committee, decided to propose that Deloitte Accountants BV in the Netherlands be reappointed to conduct the auditing of the financial statements for the financial year 2024. This proposal will be put on the agenda for the upcoming Annual General Meeting of shareholders on March 28, 2023.

In 2022, much time was spent on the appointment of a new external auditor as of 2025, when the maximum term of Deloitte as external auditor will expire. This was an extensive process, led by a team including, among others, the two members of the Audit Committee, the CFO, the managing directors for Global Control, Global Financial Reporting, and Business Risk & Audit. The process started with a request for information towards 5 audit firms. A careful assessment of their submissions took place using various evaluation criteria. The evaluation led to a short list consisting of PWC and EY. Both were invited to further present their extensive proposals and fee structure. Subsequently, the team proposed to the Supervisory Board that PricewaterhouseCoopers Accountants NV in the Netherlands be appointed to conduct the auditing of the financial statements as of the financial year 2025. This proposal will also be put on the agenda for the upcoming Annual General Meeting of shareholders on March 28, 2023.

report of the remuneration committee

The Remuneration Committee primarily reviews and makes recommendations regarding the remuneration (and the remuneration policy) of the Executive Board and the Supervisory Board. In 2022, the Committee members were Annet Aris (Chair), Barbara Borra and Wout Dekker. More information can be found in the remuneration report (see page 182).

report of the governance & nomination committee

The Governance & Nomination Committee primarily reviews and makes recommendations regarding the Company's corporate governance, leadership structure, composition and functioning of the Executive Board and its individual members, succession planning, and (re)appointments to the Executive Board as well as the Supervisory Board. In 2022, the Committee members were Wout Dekker (Chair), Annet Aris, Hélène Auriol Potier and Rudy Provoost.

The Committee met six times during 2022 (2021: nine). This relatively high frequency of meetings was necessary to extensively discuss and prepare the following recurring topics through the year:

- the introduction of a new, extended Executive Leadership Team;
- the proposed nominations to this new team;
- succession planning of the Supervisory Board and the proposed (re)appointments to the Supervisory Board, as elaborated on above.

supervisory board remuneration

The responsibility of the Supervisory Board is to safeguard the long-term success of Randstad and the fulfillment of its purpose, taking into account the interests of all stakeholders. The related remuneration structure is partly based on joint responsibility, with a premium deemed appropriate for specific activities, such as Chair or committee roles.

A true and unbiased supervisory role, which takes account of the interests of all stakeholders, is best served by the absence of incentives. Therefore, the Supervisory Board receives no variable payments, neither directly (target-

related) or indirectly (through share-based payments). Members of the Supervisory Board who hold shares in the company are only allowed to do so as long-term investments. They adhere to the company's insider dealing rules. Randstad does not grant loans or guarantees to Supervisory Board members.

As a global market leader, Randstad needs Supervisory Board members with a broad international background. Related remuneration levels therefore need to be competitive and attractive for candidates with a diverse mix of expertise and international backgrounds.

The General Meeting of Shareholders determines the remuneration of the members of the Supervisory Board. Their remuneration is a fixed annual allowance paid in monthly installments. It is not linked to the financial results of the company. Members of the Supervisory Board do not receive any performance-related compensation or shares, and do not accrue any pension rights with the company. To determine competitive remuneration levels, Randstad compares its remuneration with that of other, similar companies. As a Dutch listed company, the primary focus is on the AEX index. The aim is to compensate around the median level of the AEX benchmark. As an extra check, a comparison is made with the same peer group that is applied for the Executive Board.

The remuneration policy for the Supervisory Board was adopted by the General Meeting of Shareholders held in 2020. In 2021, the Remuneration Committee requested that Willis Towers Watson provide insight into the competitiveness of the current fee levels. Based on their report, it was concluded that, compared to the AEX reference group, Randstad is positioned around median market levels for the Chair, Vice-Chair and member annual allowances, but below the 25th percentile market levels for the Chair and all Committee member allowances. Compared to the international labor market peer group applied for the Executive Board, Randstad is positioned below the 25th percentile market levels for the Chair annual allowance and between the 25th percentile and median market levels for the Vice-Chair and member allowances, as well as below the 25th percentile market levels for the Chair and all Committee member allowances. On this basis and upon the proposal of the Remuneration Committee, the Supervisory Board submitted a proposal to the Annual General Meeting of Shareholders, which was held on March 29, 2022, that the annual fees be increased to the levels as shown in the table above. An important consideration for this proposal was the strong increase in the number of annual meetings and the level of engagement required from the Committee Chairs and members since 2011.

In addition, Supervisory Board members receive a fixed annual expense allowance of € 2,000 net for members and € 3,000 net for the Chair. This allowance aims to cover business-related expenses that would otherwise create a disproportionate administrative burden.

Supervisory Board members receive an attendance fee of € 1,500 per meeting when cross-border travel is required in order to attend a Supervisory Board meeting. This allowance aims to recognize the differences between Supervisory Board members in terms of travel time and to ensure the ability to attract and retain international Supervisory Board candidates.

allowances of supervisory board members

in €

	2022	2021
Supervisory Board		
Chair	115,000	110,000
Vice-Chair	90,000	90,000
Members	75,000	75,000
Audit Committee		
Chair	23,000	12,000
Members	15,000	8,000
Remuneration Committee		
Chair	16,000	9,000
Members	12,000	7,000
Governance & Nomination Committee		
Chair	16,000	9,000
Members	12,000	7,000

report of the annual general meeting of shareholders

The Annual General Meeting of Shareholders was held on March 29, 2022. In accordance with Dutch regulations, shareholders could attend the meeting, ask questions and vote, both in person and virtually. Shareholders were able to give voting instructions and ask questions in advance. These questions and answers were posted on the corporate website.

During the meeting, the CEO and CFO gave an account of the general state of affairs at Randstad and its financial performance in 2021. The meeting adopted or approved the following proposals:

- the 2021 remuneration report;
- the 2021 financial statements;
- the 2021 regular and special dividend proposals;
- the discharge of liability of the members of the Executive Board for their management, and the discharge of the members of the Supervisory Board for their supervision thereof;
- a limited amendment to the remuneration policy of the Executive Board, the performance-related remuneration of the Executive Board in performance shares, as well as an amendment to the remuneration policy of the Supervisory Board;
- the reappointments of Chris Heutink and Henry Schirmer as members of the Executive Board;
- the reappointments of Wout Dekker, Frank Dorjee and Annet Aris as members of the Supervisory Board;
- the proposal to extend the Executive Board's authorization to issue ordinary shares, limited to a maximum of 10% of the issued share capital for a period of 18 months, as well as to repurchase ordinary shares and cancel repurchased shares, limited to a maximum of 10% of the issued share capital for a period of 18 months;
- the appointments of Claartje Bulten and Annelies van der Pauw as board members of Stichting Administratiekantoor Preferente Aandelen Randstad; and
- the reappointment of Deloitte Accountants B.V. in the Netherlands as external auditor for the financial year 2023.

2022 financial statements

The financial statements for 2022 have been audited and provided with an unqualified opinion by Deloitte Accountants B.V. (see the auditor's report) and were extensively discussed with the auditors by the Audit Committee in the presence of the CEO and the CFO in February 2023. The full Supervisory Board then discussed them with the full Executive Board in the presence of the auditors. The Supervisory Board is of the opinion that the financial statements 2022 meet all requirements for correctness and transparency. During the year, the Audit Committee extensively discussed the Risk & Control framework that supports this. As such, the Supervisory Board recommends that the General Meeting of Shareholders, in its annual meeting to be held on March 28, 2023, adopt the financial statements and the appropriation of net income proposed by the Executive Board.

The Supervisory Board endorses the Executive Board's proposal to the General Meeting of Shareholders to pay a regular cash dividend per ordinary share of € 2.85 for 2022 (€ 2.19 for 2021), a share buyback of approx. € 400 million, and a cash dividend on preference shares B and C of € 8.2 million (€ 8.2 million for 2021).

The Supervisory Board requests that the General Meeting of Shareholders grant discharge to the members of the Executive Board and to the members of the Supervisory Board for their respective duties in 2022.

Diemen, the Netherlands, February 13, 2023

The Supervisory Board,

Wout Dekker, Chair
Annet Aris
Hélène Auriol Potier
Barbara Borra
Frank Dorjee
Rudy Provoost

remuneration report.

letter from the chair of the remuneration committee

On behalf of the Remuneration Committee, I am pleased to present to you Randstad's remuneration report for the year 2022. In the sections below, I reflect on the company performance in 2022 and resulting pay outcomes as well as the Remuneration Committee's key activities in 2022 and the outlook for 2023.

2022 company performance and remuneration outcomes

Looking back, 2022 was again a very good year in spite of difficult economic circumstances:

- Outstanding performance with revenue of € 27.6 billion, up 8% year-on-year, and underlying EBITA of € 1.3 billion, up 13% year-on-year, thanks to our ability to respond quickly to commercial opportunities, a diverse portfolio, our scale, and timely investments into our perm and Sourceright businesses;
- Significant progress on important strategic goals such as CO_2 reduction, digital transformation, and employee engagement;
- Smooth transition of CEO and the implementation of a new Executive Leadership Team, with a number of new global roles building on and strengthening Randstad's strategic priorities towards employees, talent and clients.

The target achievement this year was determined at a just above 'at target' score for the STI and a clearly above 'at target' score for the LTI:

- The STI reward realized a target achievement of 71.7% of base salary (out of a maximum of 100%). The financial targets were partially achieved (48% out of 75%), as a shift in product mix negatively affected the Incremental Conversion Ratio target. The achievement of the non-financial targets reached 23.7% (out of a maximum of 25%);
- The LTI achievement reward, which was conditionally granted in 2020 and vested in December 2022, realized a target achievement of 160% of fixed salary (out of a maximum of 217.5%). This reflects the strong competitive performance of the company share price and dividends (relative TSR) in the last three years and above-target performance on non-financial KPIs.

2022 remuneration committee focus areas

refinement of target setting for non-financial KPIs

In 2022, besides the in-depth assessment of target setting and assessing target achievements, special attention was paid to further systemizing the non-financial/strategic KPI target setting process. The Remuneration Committee met four times. In addition, two additional deep dives were held with the full Supervisory Board on the choice of non-financial KPIs.

An extensive market benchmark was conducted to review the market practices and best practices for defining non-financial performance measures in STI and LTI plans together with an analysis of stakeholder views (investor and proxy advisors' views as well as Supervisory Board and management expectations). As a result of this exercise, guiding principles for defining non-financial measures were developed to serve as a foundation upon which all metrics selection decisions for STI and LTI non-financial measures will be based, thus better connecting the organization's strategy and incentive programs, and providing context about non-financial measures to both external and internal stakeholders.

Based on the newly developed guiding principles, it was decided that for 2023 these KPIs should cover our 5 strategic pillars to be a more specialized, equitable, and digital business: people & culture, business transformation, talent, clients and ESG. Much effort was put in defining meaningful KPIs for STI and LTI plans for each of these areas for the years to come, which are further specified in this remuneration report.

extended executive leadership team

In September, the Supervisory Board approved the proposal to create a more extended Executive Leadership Team (ELT), which consists of the members of the Executive Board as well as a number of regional, business and functional leaders. The Supervisory Board was closely involved in setting the ELT framework for the base pay as well as the STI and LTI levels to ensure internal alignment and equity and cascading of the goals across the top of the organization.

→ remuneration report.

increasing level of disclosure

The 2021 remuneration report was submitted for advisory vote to the March 2022 AGM and was approved with 87.90% of the votes. Randstad is committed to an ongoing dialogue with our shareholders and shareholder representative bodies. From 2022 stakeholder discussions, we noted the request for an increased level of transparency around non-financial performance conditions for the short-term incentive plan. We have acted on this feedback, and in this 2022 remuneration report, we have added ex-post disclosure of targets for non-financial KPIs and actual pay-out levels achieved.

looking forward to 2023

The Remuneration Committee will review Randstad's remuneration policy in 2023, to ensure continued alignment of the interests of management with those of shareholders and other stakeholders. We remain committed to relevant and clear remuneration in line with international practices. I look forward to discussing the policy and actual remuneration practices in the Annual General Meeting of Shareholders 2023, and will be happy to answer any questions you may have.

Annet Aris
Chair of the Remuneration Committee

remuneration policy

The current remuneration policy was approved by the General Meeting of Shareholders on June 18, 2020. Based on the feedback from shareholders as discussed during and prior to the General Meeting of Shareholders, three additional items were added to the 2020 version of the remuneration policy. These relate to the notice period for agreements with the Executive Board, shareholding guidelines, and the number of non-financial KPIs for the long-term incentive plan. The updated version was approved by the General Meeting of Shareholders on March 23, 2021. One additional amendment was approved by the General Meeting of Shareholders on March 29, 2022. This allows the Supervisory Board the discretion to apply a pro rata temporaris matching on bonus shares if a member of the Executive Board is no longer engaged by Randstad.

executive board remuneration in 2022

introduction

The remuneration paid to the members of the Executive Board in 2022 was based on Randstad's remuneration policy and its governance process.

The remuneration of the Executive Board consists of the following components:
1. base salary;
2. short-term incentive;
3. long-term incentive;
4. pension and other benefits.

The variable portion of the total remuneration package is performance-related. It consists of short- and long-term components. In the case of on-target performance, more than 60% of the total compensation of a member of the Executive Board is performance-related. The Supervisory Board, on the recommendation of its Remuneration Committee, sets the targets at the start of each performance period. Performance targets and conditions are derived from Randstad's strategy, annual budget plan, and market analysis.

2022 labor market peer group

The international labor market peer group represents the market in which Randstad competes for senior management talent and is used to benchmark base salary levels. It is composed of international staffing and business services companies, reflecting Randstad's size, profile and international scope. The 2022 peer group consisted of the following companies:

international performance peer group

Accor	Intertek Group
Adecco	Manpower Group
Atos	Michael Page International
Bureau Veritas	Kelly Services
Capgemini	Rentokil Initial
Capita[1]	Recruit Holdings
CGI	Robert Half
Compass Group	Securitas
Equifax	Sodexo Group
Hays	TUI
Hilton Worldwide	Tyco International

1 Relatively small and excluded as of 2022.

base salary

In alignment with Randstad's size and profile, compared to the other companies included in the international labor market peer group, the target level of the base salaries of the Executive Board members is set at between the median and 75% percentile level.

In line with the company's remuneration policy, it was decided to increase the base salaries of the Executive Board members by 4.5% as of January 1, 2022, except for the salary of the former CEO, Jacques van den Broek. At his own request, his salary was not increased, but kept at the level agreed upon when he was appointed as CEO. The 4.5% increase is in line with the weighted group average recommended increase for top performers, reflecting the strong performance of the Executive Board in 2021.

At the end of 2021, the Remuneration Committee commissioned Willis Towers Watson to benchmark the Executive Board remuneration levels vis-à-vis the international labor market peer group. This was partly done in relation to the negotiations with Sander van 't Noordende upon his appointment to the Executive Board as successor of Jacques van den Broek, the CEO and Chair

of the Executive Board until March 29, 2022. Based on this assessment, the Supervisory Board felt that it would be appropriate to update the CEO's base salary since the previous benchmark. Sander van 't Noordende's base salary of € 1,150,000 is in line with the remuneration policy, which sets the base pay at between the median and 75% percentile of the international labor market peer group. Having his primary base in the USA, his base salary was translated into USD as of March 29, 2022.

short-term incentive

The total annual bonus opportunity amounts to 70% of base salary for on-target performance, and the maximum bonus level is 100% of base salary. If performance is below a predefined minimum level, no bonus will be paid out. In calculating the bonus, a sliding scale between the minimum level and the maximum level is used. To strengthen teamwork and focus on overall company goals, the entire annual bonus is based on the joint performance of the Executive Board.

The largest part of the achievable annual bonus (75%) is related to financial targets. The choice and weight of these targets depend on the specific business objectives of each year, with the Supervisory Board selecting the appropriate annual targets from an agreed menu of financial targets (relative revenue performance versus the market, gross profit, EBITA, EPS, incremental conversion or recovery ratios, net debt, free cash flow, leverage ratio, and Days Sales Outstanding).

For the annual bonus 2022, the financial targets and their relative weighting were set in early February 2022 as follows:

- Competitive organic revenue growth per working day compared to the prior year: the bonus opportunity ranges from 15% of base salary for minimum performance to 20% for on-target performance and 25% for maximum performance;
- Incremental Conversion Ratio (i.e., profitability adaptability): the bonus opportunity ranges from 15% of base salary for minimum performance to 25% for on-target performance and 35% for maximum performance;
- Days Sales Outstanding (i.e., cash conversion): the bonus opportunity ranges from 5% of base salary for minimum performance to 10% for on-target performance and 15% for maximum performance.

Detailed numerical targets cannot be disclosed, as these are share price and competition sensitive.

To further ensure strategic alignment, the Supervisory Board sets annual non-financial targets. The maximum bonus opportunity will be 25% of base salary.

For 2022, these targets were set by the Supervisory Board, upon the recommendation of the Remuneration Committee, reflecting the strategic priorities for 2022:

- Progressing in digital transformation of core activities: development of a global IT plan for the coming two to four years fulfilling a set of predefined criteria, including IT governance, roadmap and investment plan. For more details on Randstad's digital activities, see our strategy.
- Achieving world-class digital security: through creating an ambitious multi-year plan and roadmap as well as through stronger penetration testing and timely remediation of the most critical applications covered in Randstad's top 15 operating companies. Achievement to be measured in terms of quantitative results. For more details on Randstad's digital activities, see our strategy and our value for talent.
- Reducing impact on the environment: building on the ambition to become net zero by 2050, a first CO_2 reduction target was set for 2022 up to a maximum of 5,100 CO_2 tons reduction/avoidance linked to concrete actions. For more details on Randstad's ESG activities, see ESG reporting.

For each of these three targets, the maximum bonus opportunity was 8.33% of base salary, the on-target bonus opportunity 5.00%, and the minimum bonus opportunity 0.00%.

Based on the achievements for 2022, the bonus entitlement with regard to the performance in 2022 as a percentage of annual base salary is 71.7%. The financial targets were partly achieved (48% out of 75%), while the non-financial strategic target achievement reached 23.7% (out of a maximum of 25%).

annual bonus payout 2022

in % of annual base salary

	minimum %	maximum %	payout %
Financial targets			
Competitive revenue growth	15%	25%	25%
ICR	15%	35%	17%
DSO	5%	15%	6%
Digital transformation	0%	8.33%	7.00%
Digital security	0%	8.33%	8.33%
Impact on environment	0%	8.33%	8.33%
Total	0%	100%	71.7%

→ remuneration report.

payout per ranking position for the TSR performance incentive zone

Ranking	19	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1
%	0	0	0	0	0	0	0	0	0	50	75	100	100	125	150	150	175	200	200

In order to enhance the Executive Board's long-term focus and share ownership in Randstad, 25% of the net annual bonus (based on realized performance) is paid out in Randstad shares. After three years, these shares will be matched 1:1 subject to the sustainable performance of the company during the previous three years and at the discretion of the Supervisory Board. In this context, sustainable performance means that during these three years, Randstad progressed to achieve its strategic and financial targets, made a profit, and paid dividends to shareholders. The assessment of the Supervisory Board as to whether this sustainable performance was realized will be disclosed in the Annual Report. After careful consideration of the achievements during the three-year performance period 2020-2022, the Supervisory Board decided to match the shares paid in February 2020 relating to the annual bonus 2019.

Members of the Executive Board are allowed to voluntarily convert up to 50% of their net annual bonus according to the same matching principles. Randstad shares need to be held for at least 5 years after the conditional award date, except for any share sales needed to settle related tax liabilities.

As from 2023, the Supervisory Board will have the discretion to decide to apply a pro rata temporaris matching if the relevant member of the Executive Board is no longer engaged by Randstad (e.g., in relation to (early) retirement). Any matching will be subject to a sustainable performance of the company during the previous three years, as elaborated on above.

If a variable remuneration component conditionally awarded in a previous year would, in the opinion of the Supervisory Board, produce an unfair result due to extraordinary circumstances during the performance period, the Supervisory Board has the power to adjust the value upward or downward. The Supervisory Board may also recover from the Executive Board any variable remuneration awarded on the basis of incorrect financial or other data. These provisions are included in the annual bonus letter. This power was not used in 2022, nor was any remuneration recovered from present or former Executive Board members.

long-term incentive

To enhance alignment with the value creation objectives of shareholders, performance shares are granted to the members of the Executive Board on an annual basis.

The grant is dependent on the relative total shareholder return (TSR) and strategic, mostly non-financial, key performance indicators (KPIs). TSR reflects the return received by a shareholder and captures both the change in the company's share price and the value of dividend income, assuming dividends are reinvested in the company. Relative TSR is an appropriate measure, as it objectively measures the company's financial performance and assesses its long-term value creation as compared to other companies in the sector. TSR performance for the companies of the international performance peer group is calculated based on their 'home/primary listing'.

international performance peer group

Adecco SA	PageGroup Plc[1]
Capita Plc	Office Depot Inc
Compass Group PLC	ASGN Inc[2]
FedEx Corporation	Recruit Holdings Co. Ltd
G4S plc[3]	Rexel Group SA
Hays plc	Robert Half Int. Inc
ISS A/S	Securitas AB
Kelly Services Inc	Sodexo SA
ManpowerGroup Inc	WW Grainger Inc

1 Previously referred to as Michael Page Int. Plc.
2 Previously called On Assignment Inc.
3 Replaced by Intertek Group as from 2022.

TSR data (see table above) are compiled and reported by external data provider Willis Towers Watson.

To further ensure strategic alignment and long term viability, the Supervisory Board determines five (as of 2022: three to five) non-financial strategic targets. These targets are set at the start of the three-year vesting period. The weighting for the long-term incentive is split between 65% TSR and 35% non-financial KPIs.

At the end of the performance period, the Supervisory Board will determine the actual vesting based on progress made over the performance period as reported by the Executive Board in relation to each of these targets. Each strategic target accounts for a maximum of 50% vesting. The total minimum vesting equals 0%, and the maximum vesting equals 250% (before weighting).

Performance shares are granted in the open period following the publication of the Group's fourth-quarter financial results in February. The number of shares will be calculated based on the fair value of the Randstad share as at the grant date in February. The fair value times the number of shares calculated, assuming on-target performance, is equal to an amount of 100% of the base salary for all Executive Board members alike. Randstad uses fair value for this annual conditional allocation, but when benchmarking Randstad's plan with other long-term incentive plans, a correction is made for the difference in value between face- and fair-value plans to ensure that the relative ranking of Randstad will not be influenced by the calculation method.

If a member of the Executive Board resigns before the vesting date, conditional grants of performance shares will lapse or, in the case of good leaver treatment, will vest pro rata related to the performance period in service. The Supervisory Board has the discretion to decide to apply a pro rata temporis matching if the member of the Executive Board is no longer engaged by Randstad.

Performance shares need to be retained for at least two years after allocation, except to the extent necessary to settle any related tax liabilities.

Members of the Executive Board are required to build up a certain number of (vested) Randstad shares as percentage of their gross base salary before they can sell Randstad shares, except for those shares sold to settle any related tax liabilities. The applicable minimum level for the CEO equals 150% of gross base salary and for the other members of the Executive Board 100% of gross base salary. Please refer to the table shareholding by members of the Executive Board (see page 195).

Prior to the grant, and following the advice of the Remuneration Committee, the Supervisory Board analyzes the possible outcomes of the allocation by looking at a number of scenarios for the performance period.

If a long-term variable remuneration component conditionally awarded would, in the opinion of the Supervisory Board, produce an unfair result due to extraordinary circumstances during the performance period, the Supervisory Board has the power to adjust the value upward or downward. The Supervisory Board may also recover from the Executive Board any variable remuneration awarded on the basis of incorrect financial or other data. These provisions are included in the annual grant letter. This power was not used in 2022, nor was any remuneration recovered from present or former Executive Board members.

On February 15, 2022 (the grant date under the relevant plan), a conditional grant of performance shares for on-target performance was made, based on 100% of the annual base salary per Executive Board member as at January 1, 2022, and on the fair value of the performance shares as at grant date of € 41.62 per share (TSR-dependent grant) and € 46.19 per share (non-financial, strategy-related grant).

The conditional on-target awards for 2022 are as follows:

performance share plan awards, 2022

	number of shares
Sander van 't Noordende	26,951
Henry Schirmer	18,270
Karen Fichuk	16,598
Rebecca Henderson	16,598
Chris Heutink	16,598
René Steenvoorden	16,598
Total	111,613

The non-financial targets for the 2022 grant are the following targets from Randstad's strategic business plans and reporting framework:

- Employee engagement: at least 80% participation and clear outperformance of the benchmark;
- Talent satisfaction: increase of talent satisfaction, measured as the number of operating companies with a sufficiently high satisfaction score improvement in Randstad's Customer Delight program in 28 countries;
- Capability building: level of capability expansion by new/better ways of digital working.

The first two KPIs have a weight of 8.75% while the third KPI has a weight of 17.50%, totaling 35% combined.

→ remuneration report.

2019 - 2021 performance share plan

At the beginning of 2022, the performance shares conditionally granted in February 2019 which vested on December 31, 2021 were allocated based on the relative TSR performance (65% of the grant) over the period January 1, 2019 to December 31, 2021. Randstad's TSR ranking for this period is position 6, resulting in 125% vesting. The performance on the non-financial, mostly strategic targets (35% of the grant) over this period resulted in a vesting and allocation of 179%, which can be specified as follows:

- Introduction of a methodology to measure the working lives touched by Randstad including quantifiable KPIs, which was partly realized, resulting in 25% of the maximum 50% vesting;
- Employee engagement: at least 80% participation and outperformance of the benchmark annually; this was not entirely realized during one year of the 3-year performance period, which resulted in 42% of the maximum 50% vesting;
- Customer Delight: implementation in the top 8 markets and significant improvement of scores; this was largely realized (84%), which resulted in 42% of the maximum 50% vesting;
- Improved productivity of the candidate application funnel: this goal was partially realized, resulting in 20% of the maximum 50% vesting; and
- Strengthening of Randstad's brand: this was fully realized, resulting in the maximum 50% vesting.

The weighted vesting percentage on the total grant is 144% of the conditional grant.

2020 - 2022 performance share plan

At the beginning of 2023, the performance shares conditionally granted in February 2020 which vested on December 31, 2022 were allocated based on the relative TSR performance (65% of the grant) over the period January 1, 2020 to December 31, 2022. Randstad's TSR ranking for this period is position 6, resulting in 125% vesting. The performance on the non-financial, mostly strategic targets (35% of the grant) over this period resulted in a vesting and allocation of 221%, which can be specified as follows:

- Growth in the large-client segment significantly above Randstad average, which resulted in the maximum 50% vesting;
- Employee engagement: at least 80% participation and outperformance of the benchmark annually; this was not entirely realized in two years of the 3-year performance period, which resulted in 33% of the maximum 50% vesting;
- Impact on the environment: a significant reduction of CO_2 emissions per FTE compared to 2019, which was fully realized and resulted in the maximum 50% vesting;
- A target with regard to business optimization, which resulted in 38% out of the maximum 50% vesting;
- Establishing non-financial reporting assurance by a third party, which was fully realized and resulted in the maximum 50% vesting.

The weighted vesting percentage on the total grant is 160% of the conditional grant.

pension, other benefits, and internal pay ratio

pension contribution

The pension arrangements for members of the Executive Board are based on defined contribution. Randstad provides an annual contribution of 27% of base salary to the schemes of Executive Board members. For Netherlands-based members, this contribution includes compensation for limitations of accrual of pension rights as of 2016. For the US-based members, this contribution includes compensation to cover health and long-term disability insurance, life insurance, and contributions to the 401(k) plan or any other pension scheme. The company has no specific early retirement arrangements in place for Executive Board members.

other benefits

Additional arrangements include expense and relocation allowances, a company car or car allowance, and health and accident insurance.

internal pay ratio 2022

The internal pay ratio between the average pay of Randstad employees vis-à-vis the average pay of the CEO and the Executive Board members is calculated based on the average 2022 remuneration (including variable pay and long-term incentives) of a reference group (our 14 largest markets and the corporate functions, encompassing 93% of Group revenue and 81% of total headcount) vis-à-vis the 2022 remuneration of the Executive Board members. The pay ratio is 40:1 (2021: 49:1) for the CEO, and on average 35:1 (2021: 37:1) for the Executive Board members.

→ remuneration report.

overview of remuneration as included in the income statement in 2022

remuneration of executive board members

		fixed remuneration		variable remuneration					
x € 1,000	year	base salary	extra-ordinary items	fringe benefits	short-term bonus	share-based compensations	social charges and taxes	pension expenses	total remuneration
S. van 't Noordende	2022	1,269	-	21	910	461	71	342	3,074
	2021	-	-	-	-	-	-	-	-
H.R. Schirmer	2022	813	-	8	583	1,013	15	219	2,651
	2021	778	-	8	726	1,090	14	210	2,826
K. Fichuk	2022	795	-	20	570	880	81	215	2,561
	2021	678	-	18	633	1,001	45	182	2,557
R. Henderson	2022	795	-	21	570	907	76	215	2,584
	2021	678	-	18	633	1,024	45	182	2,580
C. Heutink	2022	738	-	8	529	903	15	199	2,392
	2021	707	-	8	660	935	14	191	2,515
Total Board members	2022	4,410	-	78	3,162	4,164	258	1,190	13,262
	2021	2,841	-	52	2,652	4,050	118	765	10,478

remuneration of former executive board members

		fixed remuneration			variable remuneration				
x € 1,000	year	base salary	extra-ordinary items	fringe benefits	short-term bonus	share-based compensations	social charges and taxes	pension expenses	total remuneration
J.W. van den Broek	2022	243	-	2	174	240	1,788	66	2,513
	2021	1,000	-	8	933	1,320	14	270	3,545
R. Steenvoorden	2022	554	2,000	6	397	603	2,411	150	6,121
	2021	707	-	8	660	647	14	191	2,227
Total former Board members	2022	797	2,000	8	571	843	4,199	216	8,634
	2021	1,707	-	16	1,593	1,967	28	461	5,772
Total Board members, including former members	2022	5,207	2,000	86	3,733	5,007	4,457	1,406	21,896
	2021	4,548	-	68	4,245	6,017	146	1,226	16,250

Sander van 't Noordende was appointed as Chief Executive Officer on March 29, following his appointment as a Board member on December 16, 2021, starting January 10, 2022.

Jacques van den Broek stepped down as CEO on March 29, 2022. Included in 'social charges and taxes' is the estimated costs on benefits pursuant to Article 32bb of the Dutch wage tax act, amounting to € 1.8 million.

Henry Schirmer was appointed as a Board member on March 27, 2018. On April 24, 2018, he received 13,686 shares as part of his remuneration package. These shares vested in four equal portions in four successive years, ending in 2022. The expenses are included in the total share-based compensations.

René Steenvoorden was appointed as a Board member on June 18, 2020 and stepped down on October 1, 2022. The costs of his departure (€ 2 million) are included under 'extraordinary items'. The costs partly relate to continued services up to September 2023 which have been accelerated in 2022. € 2.4 million is the estimated costs on benefits pursuant to Article 32bb of the Dutch wage tax act and is included in 'social charges and taxes'.

Karen Fichuk and Rebecca Henderson were appointed on March 26, 2019 and both will step down on March 28, 2023.

→ remuneration report.

overview of remuneration based on the shareholder rights directive

In 2019, the European Shareholder Rights Directive was implemented in Dutch Civil Law. The tables below include the required information on Executive Board remuneration. The long-term award relates to the various performance share plans that vested during the year. The main plan, being the performance share plan 2020, vested on December 31, 2022. The reward is calculated based on the numbers of shares that have vested and the stock price at the date of vesting.

remuneration of executive board members

		fixed remuneration		variable remuneration					
x € 1,000	year	base salary	extra-ordinary items	fringe benefits	short-term bonus	long-term award	social charges and taxes	pension expenses	total remuneration
S. van 't Noordende	2022	1,269	-	21	910	-	71	342	2,613
	2021	-	-	-	-	-	-	-	-
H.R. Schirmer	2022	813	-	8	583	2,185	15	219	3,823
	2021	778	-	8	726	2,190	14	210	3,926
K. Fichuk	2022	795	-	20	570	1,717	81	215	3,398
	2021	678	-	18	633	1,718	45	182	3,274
R. Henderson	2022	795	-	21	570	1,829	76	215	3,506
	2021	678	-	18	633	1,718	45	182	3,274
C. Heutink	2022	738	-	8	529	1,775	15	199	3,264
	2021	707	-	8	660	1,797	14	191	3,377
Total Board members	2022	4,410	-	78	3,162	7,506	258	1,190	16,604
	2021	2,841	-	52	2,652	7,423	118	765	13,851

remuneration of former executive board members

		fixed remuneration			variable remuneration				
x € 1,000	year	base salary	extra-ordinary items	fringe benefits	short-term bonus	long-term award	social charges and taxes	pension expenses	total remuneration
J.W. van den Broek	2022	243	-	2	174	1,932	1,788	66	4,205
	2021	1,000	-	8	933	2,616	14	270	4,841
R. Steenvoorden	2022	554	2,000	6	397	1,641	2,411	150	7,159
	2021	707	-	8	660	439	14	191	2,019
Total former Board members	2022	797	2,000	8	571	3,573	4,199	216	11,364
	2021	1,707	-	16	1,593	3,055	28	461	6,860
Total Board members, including former members	2022	5,207	2,000	86	3,733	11,079	4,457	1,406	27,968
	2021	4,548	-	68	4,245	10,478	146	1,226	20,711

proportion of fixed and variable remuneration[1]

	% of fixed remuneration		% of variable remuneration	
x € 1,000	2022	2021	2022	2021
S. van 't Noordende	64%	-	36%	-
J.W. van den Broek	13%	26%	87%	74%
H.R. Schirmer	27%	25%	73%	75%
K. Fichuk	31%	27%	69%	73%
R. Henderson	30%	27%	70%	73%
C. Heutink	29%	27%	71%	73%
R. Steenvoorden	57%	45%	43%	55%
Total	37%	28%	63%	72%

1 Excluding social charges and taxes.

→ remuneration report.

executive board remuneration comparatives

x € 1,000	2022	2021	2020	2019	2018	2017
S. van 't Noordende, CEO as of March 2022; EB member as of January 10, 2022	2,613	-	-	-	-	-
Henry Schirmer, CFO as of April 2018	3,823	3,926	2,364	1,690	919	-
Karen Fichuk, member as of April 2019	3,398	3,274	913	1,075	-	-
Rebecca Henderson, member as of April 2019	3,506	3,274	1,267	1,384	-	-
Chris Heutink, member	3,264	3,377	2,117	2,329	1,266	2,376
Subtotal	16,604	13,851	6,661	6,478	2,185	2,376
Remuneration of former Executive Board members						
Jacques van den Broek, CEO and Chairman until March 2022	4,205	4,841	3,146	3,494	1,927	3,630
Robert Jan van de Kraats, CFO and Vice-chairman until March 2018	-	-	-	-	378	2,708
François Béharel, member until March 2020	-	-	495	2,735	2,043	2,648
Linda Galipeau, member until March 2019	-	-	-	286	1,383	2,608
René Steenvoorden, member until September 2022	7,159	2,019	771	-	-	-
Subtotal	11,364	6,860	4,412	6,515	5,731	11,594
Total	27,968	20,711	11,073	12,993	7,916	13,970
Company performance						
Organic revenue growth per working day	8.0%	19.5%	-12.2%	-1.7%	3.7%	8.3%
Underlying EBITA margin[1]	4.7%	4.4%	3.3%	4.6%	4.7%	4.6%
Revenue (in millions of €)	27,568	24,635	20,718	23,676	23,812	23,273
Net result (in millions of €)[1]	929	768	304	606	708	631
TSR vesting (%)	125%	125%	125%	100%	0%	100%
Non-financial KPIs vesting (%)	221%	179%	201%	162%	165%	145.0%
Average remuneration of employees on an FTE basis in € 1,000						
Randstad N.V.	128	165	136	154	162	153
Randstad Group	75	72	68	69	67	69

1 As of 2018, numbers include the effects of IFRS 16 'Lease accounting'.

In the above table, the remuneration of former Board members is only included for the period they were part of the Executive Board. The amounts per Board member for comparative years are based on the same principles as for 2022.

→ remuneration report.

shares awarded to executive board members

main conditions and shares due and awarded to executive board members (part 1)

	main conditions of share award plans					
	specification of plan	vesting period	award date	vesting date	allocation date	end of holding period
Board members						
S van 't Noordende, Chief Executive Officer (as of March 2022)	PSP EB Plan	2022 - 2024	February 2022	December 2024	February 2025	February 2027
H.R. Schirmer, Chief Financial Officer	PSP EB Plan	2019 - 2021	February 2019	December 2021	February 2022	February 2024
		2020 - 2022	February 2020	December 2022	February 2023	February 2025
		2021 - 2023	February 2021	December 2023	February 2024	February 2026
		2022 - 2024	February 2022	December 2024	February 2025	February 2027
	Share matching plan	2019 - 2021	February 2019	December 2021	February 2022	February 2024
		2020 - 2022	February 2020	December 2022	February 2023	February 2025
		2022 - 2024	February 2022	December 2024	February 2025	February 2027
	Sign-on shares	2018 - 2022	April 2018	April 2022	April 2018	April 2023
K. Fichuk	PSP EB plan	2019 - 2021	February 2019	December 2021	February 2022	February 2024
		2020 - 2022	February 2020	December 2022	February 2023	February 2025
		2021 - 2023	February 2021	December 2023	February 2024	February 2026
		2022 - 2024	February 2022	December 2024	February 2025	February 2027
	Share matching plan	2020 - 2022	February 2020	December 2022	February 2023	February 2025
		2022 - 2024	February 2022	December 2024	February 2025	February 2027
R. Henderson	PSP EB plan	2019 - 2021	February 2019	December 2021	February 2022	February 2024
		2020 - 2022	February 2020	December 2022	February 2023	February 2025
		2021 - 2023	February 2021	December 2023	February 2024	February 2026
		2022 - 2024	February 2022	December 2024	February 2025	February 2027
	Share matching plan	2020 - 2022	February 2020	December 2022	February 2023	February 2025
		2022 - 2024	February 2022	December 2024	February 2025	February 2027
C. Heutink	PSP EB Plan	2019 - 2021	February 2019	December 2021	February 2022	February 2024
		2020 - 2022	February 2020	December 2022	February 2023	February 2025
		2021 - 2023	February 2021	December 2023	February 2024	February 2026
		2022 - 2024	February 2022	December 2024	February 2025	February 2027
	Share matching plan	2019 - 2021	February 2019	December 2021	February 2022	February 2024
		2020 - 2022	February 2020	December 2022	February 2023	February 2025
		2022 - 2024	February 2022	December 2024	February 2025	February 2027

→ remuneration report.

main conditions and shares due and awarded to executive board members (part 2)

	information regarding the reporting year 2022						
	shares awarded or to be allocated at January 1	shares awarded	performance adjustment/ (shares lapsed)	shares vested, to be allocated in 2023	shares allocated in 2022	shares awarded or to be allocated at year-end	shares subject to a holding period[1]
Board members							
S van 't Noordende, Chief Executive Officer (as of March 2022)	-	26,951			-	26,951	
H.R. Schirmer, Chief Financial Officer	31,491				(31,491)	-	16,732
	19,827		11,893	(31,720)		31,720	
	20,156					20,156	
	-	18,270				18,270	
	1,445				(1,445)	-	768
	3,341			(3,341)		3,341	
	-	2,840				2,840	
	3,421			(3,421)		-	3,421
K. Fichuk	28,610				(28,610)	-	16,775
	18,013		10,805	(28,818)		28,818	
	18,312		(4,577)			13,735	
	-	16,598	(9,682)			6,916	
	1,325			(1,325)		1,325	
	-	2,937	(1,713)			1,224	
R. Henderson	28,610				(28,610)	-	18,142
	18,013		10,805	(28,818)		28,818	
	18,312		(4,577)			13,735	
		16,598	(9,682)			6,916	
	3,291			(3,291)		3,291	
	-	3,158	(1,842)			1,316	
C. Heutink	28,610				(28,610)	-	15,201
	18,013		10,805	(28,818)		28,818	
	18,312					18,312	
	-	16,598				16,598	
	1,324				(1,324)	-	704
	2,345			(2,345)		2,345	
	-	2,580				2,580	
Total Board members	282,771	106,530	12,235	(131,897)	(120,090)	278,025	71,743

1 All performance shares that have vested at year-end 2021 and allocated in February 2022 are subject to a holding period of 2 years, except for the number of shares that are allowed to be used to settle the wage tax on allocation.

→ remuneration report.

main conditions and shares due and awarded to former executive board members (part 1)

	main conditions of share award plans					
	specification of plan	vesting period	award date	vesting date	allocation date	end of holding period
Former Board members						
J.W. van den Broek, Chief Executive Officer, until March 2022	PSP EB Plan	2019 - 2021	February 2019	December 2021	February 2022	February 2024
		2020 - 2022	February 2020	December 2022	February 2023	February 2025
		2021 - 2023	February 2021	December 2023	February 2024	February 2026
	Share matching plan	2019 - 2021	February 2019	December 2021	February 2022	February 2024
		2020 - 2022	February 2020	December 2022	February 2023	February 2025
		2022 - 2024	February 2022	December 2024	February 2025	February 2027
R. Steenvoorden, Member, until September 2022	PSP senior management plan	2019 - 2021	February 2019	December 2021	February 2022	n/a
	PSP EB plan	2020 - 2022	February 2020	December 2022	February 2023	February 2025
		2021 - 2023	February 2021	December 2023	February 2024	February 2026
		2022 - 2024	February 2022	December 2024	February 2025	February 2027
	Share Matching Plan	2022 - 2024	February 2022	December 2024	February 2025	February 2027

main conditions and shares due and awarded to former executive board members (part 2)

	information regarding the reporting year 2022						
	shares awarded or to be allocated at January 1	shares awarded	performance adjustment/ (shares lapsed)	shares vested, to be allocated in 2023	shares allocated in 2022	shares awarded or to be allocated at year-end	shares subject to a holding period
Former Board members							
J.W. van den Broek, Chief Executive Officer, until March 2022	42,171				(42,171)	-	
	19,581		11,745	(31,326)		31,326	
	10,799					10,799	
	1,407				(1,407)	-	
	2,593			(2,593)		2,593	
	-	-	-			-	
R. Steenvoorden, member, until September 2022	5,078		2,238		(7,316)	-	
	18,013		10,805	(28,818)		28,818	
	18,312		(6,104)			12,208	
	-	16,598	(11,066)			5,532	
		1,290	(860)			430	
Total former Board members	117,954	17,888	6,758	(62,737)	(50,894)	91,706	-
Total Board members, including former Board members	400,725	124,418	18,993	(194,634)	(170,984)	369,731	71,743

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shareholding executive board members

shareholdings per executive board member

position as at 31 december 2022

		restricted shares							total shares
	free shares	february 2023	april 2023	october 2023	february 2024	february 2025	february 2026	february 2027	
S. van 't Noordende[1]	29,800[2]	-	-	-	-	-	-	-	29,800
H.R. Schirmer	-	13,043	13,686	185	18,945	3,341	-	2,840	52,040
K. Fichuk	-	-	-	-	16,775	1,325	-	2,937	21,037
R. Henderson	10,250	-	-	-	18,142	3,291	-	3,158	34,841
C. Heutink	11,287	13,630	-	-	17,229	2,345	-	2,580	47,071
Total	51,337	26,673	13,686	185	71,091	10,302	-	11,515	184,789

1 Executive Board member as of January 2022.
2 Free shares includes 4,800 American Depositary Receipts.

executive board remuneration in 2023

base salary

In line with the company's remuneration policy, it was decided to increase the base salaries of the Executive Board members by 5% as of January 1, 2023, aligned with the market benchmark. The salary of Chris Heutink, who became COO effective January 1, 2023, was increased by an additional 5%, confirmed by a benchmark vis-à-vis the international labor market peer group performed by Willis Towers Watson. The base salary of Sander van 't Noordende, who became CEO effective 29 March 2022, was kept unchanged. A review of the remuneration policy will be conducted in 2023.

short-term incentive

For the annual bonus 2023, the financial targets and their relative weighting have been set as follows:

- Competitive revenue growth: the bonus opportunity ranges from 15% of base salary for minimum performance to 20% for on-target performance and 25% for maximum performance;
- EBITA: the bonus opportunity ranges from 15% of base salary for minimum performance to 25% for on-target performance and 35% for maximum performance;
- Days Sales Outstanding: the bonus opportunity ranges from 5% of base salary for minimum performance to 10% for on-target performance and 15% for maximum performance.

The maximum bonus opportunity of these three targets combined is 75% of base salary. Detailed numerical targets cannot be disclosed, as these are share price and competition sensitive.

Based on a presentation from the Executive Board, the Supervisory Board, upon the recommendation of the Remuneration Committee, set the following non-financial targets for the 2023 annual bonus of the Executive Board:

- Employee engagement: the relative score in Randstad's engagement survey compared to the benchmark (with a downward correction below 70% participation).
- A target relating to Randstad's business transformation: percent of milestones reached for digital transformation of the core and DP&IS roadmap.

The maximum bonus opportunity of each target is 12.5%, totaling 25% of base salary.

long-term incentive

The conditional grant of performance shares 2023 is dependent on TSR (65%) and the following non-financial targets (35%) from Randstad's strategic business plans and reporting framework:

- With regard to Equity, Diversity, Inclusion & Belonging: the percentage of females in Randstad's executive population, with 40% as the minimum target, 42.5% as 'on target' and 45% as maximum target (with a weight of 11% of 35%);
- Talent satisfaction: development of weighted average talent satisfaction scores in the top 10 operating companies (with a weight of 12% of 35%); and
- Client satisfaction: development of weighted average client satisfaction scores in the top 10 operating companies (with a weight of 12% of 35%).

supervisory board remuneration

The remuneration of the Supervisory Board members consists of a fixed amount, including a gross expense allowance.

To determine competitive remuneration levels, Randstad compares its Supervisory Board remuneration levels with that of other, similar companies. As Randstad is a Dutch listed company, the primary focus is on the AEX index. The aim is to compensate around the median level of the AEX benchmark. As an extra check, a comparison is made with the international labor market peer group that is applied for the Executive Board.

In 2021, the Remuneration Committee requested that Willis Towers Watson provide insight into the competitiveness of the current fee levels. Based on their report, it was concluded that compared to the AEX reference group, Randstad is positioned around median market levels for the annual allowances, but below the 25th percentile market levels for all Committee Chair and Committee member allowances.

Compared to the international labor market peer group applied for the Executive Board, Randstad is positioned below the 25th percentile market levels for the Chair annual allowance and between the 25th percentile and median market levels for the Vice-Chair and member

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allowance, as well as below the 25th percentile market levels for all Committee allowances.

On this basis, and upon the proposal of the Remuneration Committee, the Supervisory Board submitted a proposal to the Annual General Meeting of Shareholders on March 29, 2022 that the annual fees for the Committees be increased in line with the policy to the AEX market median and a proposal to slightly increase the annual allowance of the Chair to bring it in line with the market median. This proposal was approved by 99.82%. An important consideration for this proposal was the strong increase in the number of annual Committee meetings and the level of engagement required from the Committee Chairs and its members since 2011, when the annual fees were last raised.

supervisory board remuneration

	2022	2021
Current board members		
W. Dekker, Chair	156,500	137,000
J. Winter, Vice-Chair	-	23,967
A. Aris	103,500	91,250
H. Auriol Potier	90,400	84,083
B. Borra	87,400	83,500
F. Dorjee	98,700	89,000
A.M. van 't Noordende (until January 2022)	-	64,500
R. Provoost	92,000	83,500
Total	628,500	656,800

comparative table supervisory board remuneration

x € 1,000	2022	2021	2020	2019	2018	2017
W. Dekker, member since 2012; Chair since April 2015	156,500	137,000	134,000	135,500	132,000	128,500
A. Aris, as of April 2018	103,500	91,250	84,000	85,500	64,500	-
H. Auriol Potier, member as of June 2020	90,400	84,083	40,000	-	-	-
B. Borra, member as of April 2015	87,400	83,500	83,500	91,000	92,500	89,500
F. Dorjee, member as of April 2014	98,700	89,000	87,000	88,500	88,500	88,500
R. Provoost, member as of April 2015	92,000	83,500	83,500	88,000	92,000	90,000
Subtotal	628,500	568,333	512,000	488,500	469,500	396,500
Remuneration of former Supervisory Board members						
H. Giscard d'Estaing, until June 2020	-	-	42,500	88,000	90,500	88,500
G. Kampouri Monnas, until March 2018	-	-	-	-	22,500	91,500
A.M. van 't Noordende, member until January 2022	-	64,500	-	-	-	-
J. Winter, until March 2021	-	23,967	105,000	105,000	105,000	107,500
Subtotal	-	88,467	147,500	193,000	218,000	287,500
Total	628,500	656,800	659,500	681,500	687,500	684,000

financial statements.



contents

consolidated financial statements

200 consolidated statement of comprehensive income.
201 consolidated statement of financial position as at december 31.
202 consolidated statement of cash flows.
203 consolidated statement of changes in equity.

main notes to the consolidated financial statements

204 1 general information
204 2 summary of significant accounting policies
205 3 capital and financial risk management
212 4 critical accounting policies, judgments, estimates, and assumptions
212 5 impairments
216 6 provisions
217 7 corporate taxes
221 8 leases
223 9 revenue recognition
225 10 segment reporting
228 11 business combinations
230 12 earnings per ordinary share

notes to the consolidated income statement

231 13 cost of services and total operating expenses
233 14 total wages and salaries, social security, pension charges and other
233 15 net finance costs
234 16 net income
234 17 total other comprehensive income

notes to the consolidated statement of financial position

235 18 property, plant and equipment
236 19 software
237 20 acquisition-related intangible assets
238 21 financial assets
240 22 associates
240 23 total equity and dividends per share
243 24 employee benefit obligations
246 25 other liabilities
247 26 trade and other payables

notes to the consolidated statement of cash flows

248 27 statement of cash flows

other notes to the consolidated financial statements

251 28 subsidiaries
253 29 share-based compensations
255 30 related-party transactions
257 31 number of employees (average)
257 32 commitments
258 33 auditors' fees
258 34 events after balance sheet date

company financial statements

259 company income statement
260 company statement of financial position as at december 31

notes to the company financial statements

261 1 accounting policies for the company financial statements
261 2 revenue
261 3 software
261 4 subsidiaries
261 5 long-term loans receivable from subsidiaries
262 6 receivables
262 7 cash and cash equivalents
262 8 shareholders' equity
262 9 borrowings
263 10 trade and other payables
263 11 number of employees (average)
263 12 total wages and salaries, social security and pension charges
263 13 remuneration
263 14 related parties
263 15 guarantees and commitments
263 16 auditors' fees

other information

265 provisions in the Articles of Association concerning profit appropriation
268 independent auditor's report
276 limited assurance report of the independent auditor on Randstad's sustainability information

consolidated statement of comprehensive income.

In millions of € unless otherwise indicated	note	page	2022	2021
Revenue	9	223	27,568	24,635
Cost of services	13.1	231	21,817	19,739
Gross profit	10.1	225	5,751	4,896
Selling expenses	13.2	231	3,106	2,556
Amortization and impairment of acquisition-related intangible assets and goodwill	13.4	232	27	53
Other income	22	240	-	(35)
Other general and administrative expenses	13.2	231	1,481	1,289
General and administrative expenses			1,508	1,307
Total operating expenses	13.2	231	4,614	3,863
Operating profit	10.1	225	1,137	1,033
Finance income	15	233	30	12
Finance expenses	15	233	(42)	(28)
Net finance costs	15	233	(12)	(16)
Share in profit of associates	22	240	1	1
Income before taxes			1,126	1,018
Taxes on income	7.2	220	(197)	(250)
Net income	16	234	929	768
Items that subsequently may be reclassified to the income statement	17	234	7	73
Items that will never be reclassified to the income statement	17	234	27	5
Total other comprehensive income, net of taxes	17	234	34	78
Total comprehensive income			963	846
Net income attributable to:				
Holders of ordinary shares of Randstad N.V.			921	760
Holders of preference shares of Randstad N.V.			8	8
Equity holders			929	768
Non-controlling interests			-	-
Net income			929	768
Earnings per share attributable to the holders of ordinary shares of Randstad N.V. (expressed in € per ordinary share)				
Basic earnings per ordinary share (€)	12	230	5.04	4.13
Diluted earnings per ordinary share (€)	12	230	5.02	4.10
Total comprehensive income attributable to:				
Holders of ordinary shares of Randstad N.V.			955	838
Holders of preference shares of Randstad N.V.			8	8
Equity holders			963	846
Non-controlling interests			-	-
Total comprehensive income			963	846

The notes on pages 204 to 258 are an integral part of these consolidated financial statements.

consolidated statement of financial position as at december 31.

In millions of €	note	page	2022	2021
assets				
Property, plant and equipment	18	235	153	151
Right-of-use assets	8.1	221	524	507
Software	19	236	117	112
Goodwill	5.2	213	3,136	3,047
Acquisition-related intangible assets	20	237	144	41
Intangible assets			3,397	3,200
Deferred income tax assets	7.1	218	633	619
Financial assets	21	238	181	193
Associates	22	240	3	2
Non-current assets			4,891	4,672
Trade and other receivables	3.2	205	5,828	5,432
Income tax receivables	7.1	218	116	77
Cash and cash equivalents	3.2	205	274	859
Current assets			6,218	6,368
Total assets	10.2	226	11,109	11,040
equity and liabilities				
Issued capital			26	26
Share premium			2,330	2,323
Reserves			1,629	1,784
Net income for the year			929	768
Shareholders' equity	23.1	240	4,914	4,901
Non-controlling interests	23.3	242	1	1
Total equity			4,915	4,902
Borrowings	3.2	205	477	664
Lease liabilities	8.1	221	412	407
Deferred income tax liabilities	7.1	218	52	18
Provisions	6	216	74	70
Employee benefit obligations	24	243	145	186
Other liabilities	25	246	7	-
Non-current liabilities			1,167	1,345
Borrowings	3.2	205	69	16
Lease liabilities	8.1	221	186	187
Trade and other payables	26	247	4,576	4,426
Income tax liabilities	7.1	218	78	63
Provisions	6	216	92	71
Employee benefit obligations	24	243	26	26
Other liabilities	25	246	-	4
Current liabilities			5,027	4,793
Total liabilities			6,194	6,138
Total equity and liabilities			11,109	11,040

The notes on pages 204 to 258 are an integral part of these consolidated financial statements.

consolidated statement of cash flows.

In millions of €	note	page	2022	2021
Operating profit	10.1	225	1,137	1,033
Amortization and impairment of acquisition-related intangible assets and goodwill	13.4	232	27	53
Operating profit before amortization and impairment of acquisition-related intangible assets and goodwill (EBITA)	10.1	225	1,164	1,086
Depreciation/amortization and impairment of property, plant and equipment, right-of-use assets, and software	13.3	232	303	326
Operating profit before depreciation, amortization and impairment (EBITDA)	10.1	225	1,467	1,412
Provisions	6	216	20	(26)
Employee benefit obligations	24	243	8	7
Share-based compensations	29.4	255	49	44
Gain on disposal of subsidiaries and associates	11.2, 22	229, 240	-	(34)
CICE	27.4	249	-	8
Other items	27.4	249	3	(3)
Cash flow from operations before operating working capital and income taxes			1,547	1,408
Operating working capital assets	27.2	249	(324)	(906)
Operating working capital liabilities	27.3	249	111	616
Operating working capital			(213)	(290)
Corporate income taxes	27.5	249	(261)	(204)
Net cash flow from operating activities			1,073	914
Net additions to property, plant and equipment, and software	18, 19	235, 236	(122)	(128)
Acquisition of subsidiaries	11.1	228	(170)	(126)
Acquisition of equity investments	21.2	239	(1)	(7)
Loans and receivables	21.1, 27.4	238, 249	(2)	-
Disposal of subsidiaries/activities/associates	11.2, 22	229, 240	(1)	53
Disposal of equity investments	21.2	239	5	1
Dividend from associates	22	240	1	-
Net cash flow from investing activities			(290)	(207)
Net purchase of own ordinary shares	23.1	240	(81)	(54)
Drawings on non-current borrowings	3.2	205	766	664
Repayments of non-current borrowings	3.2	205	(970)	-
Net drawing/(repayment) of current borrowings	3.2	205	58	(125)
Repayments of lease liabilities	8.1	221	(210)	(196)
Net financing			(437)	289
Net finance costs paid	15	233	(15)	(7)
Dividend on ordinary and preference shares	23.2	242	(922)	(604)
Net reimbursement to financiers			(937)	(611)
Net cash flow from financing activities			(1,374)	(322)
Net movement in cash and cash equivalents			(591)	385
Cash and cash equivalents as at January 1			859	474
Net movement in cash and cash equivalents			(591)	385
Translation and currency gains/(losses)			6	-
Cash and cash equivalents as at December 31			274	859
Free cash flow	27.6	250	739	590

The notes on pages 204 to 258 are an integral part of these consolidated financial statements.

consolidated statement of changes in equity.

in millions of €	issued capital	share premium	reserves[1] treasury shares	translation and other	share-based payments	employee benefits	retained earnings	net income	share-holders' equity	non-controlling interests	total equity
Balance as at January 1, 2022	26	2,323	(54)	80	67	(59)	1,750	768	4,901	1	4,902
Net income								929	929	-	929
Total other comprehensive income				(2)		36			34	-	34
Total comprehensive income				(2)		36		929	963	-	963
Transactions with owners:											
Dividend 2021 on ordinary and preference shares							(154)	(768)	(922)	-	(922)
Profit appropriation									-	-	-
Purchase of own ordinary shares			(81)						(81)		(81)
Share-based compensations:											
• fair value of vesting rights					49				49		49
• performance shares issued			56		(45)		(11)		-		-
• share premium contribution		7					(7)				
• taxes on share-based compensations							4		4		4
Total transactions with owners	-	7	(25)	-	4	-	(168)	(768)	(950)	-	(950)
Balance as at December 31, 2022	26	2,330	(79)	78	71	(23)	1,582	929	4,914	1	4,915
Balance as at January 1, 2021	26	2,287	-	-	63	(57)	2,045	304	4,668	1	4,669
Net income								768	768	-	768
Total other comprehensive income				80		(2)			78	-	78
Total comprehensive income				80		(2)		768	846	-	846
Transactions with owners:											
Dividend 2020 on ordinary and preference shares							(300)	(304)	(604)	-	(604)
Profit appropriation							-	-	-	-	-
Purchase of own ordinary shares			(54)						(54)		(54)
Share-based compensations:											
• fair value of vesting rights					44				44		44
• performance shares issued	-	36			(40)		4		-		-
• taxes on share-based compensations							1		1		1
Total transactions with owners	-	36	(54)	-	4	-	(295)	(304)	(613)	-	(613)
Balance as at December 31, 2021	26	2,323	(54)	80	67	(59)	1,750	768	4,901	1	4,902

1 The total of the various items included under 'reserves' within shareholders' equity as at December 31, 2022 is € 1,629 million (December 31, 2021: € 1,784 million). Additional information with respect to equity is given in note 23.

The notes on pages 204 to 258 are an integral part of these consolidated financial statements.

main notes to the consolidated financial statements.

1 general information

Randstad N.V. is a public limited liability company incorporated and domiciled in the Netherlands and listed on Euronext Amsterdam. The registered office of the company is in Amsterdam. The address of the company is Diemermere 25, 1112 TC Diemen, The Netherlands.

The consolidated financial statements of Randstad N.V. include the company and its subsidiaries (together called the 'Group').

See note 28 for IFRS consolidation policies and an overview of selected subsidiaries.

1.1 activities

Randstad specializes in solutions in the field of work and human resources services. Our services comprise temporary and permanent placements. In addition, we offer recruitment process outsourcing services (RPO), managed services programs (MSP), payroll services, outplacement services, and job posting and résumé services on digital platforms.

1.2 date of authorization of issue

The financial statements were signed and authorized for issue by the Executive Board and Supervisory Board on February 13, 2023. The adoption of the financial statements and the adoption of the dividend are reserved for the shareholders in the Annual General Meeting of Shareholders (AGM) on March 28, 2023.

2 summary of significant accounting policies

The significant accounting policies applied in the preparation of these consolidated financial statements are set out separately below or explained in the respective notes to these financial statements. These policies have been consistently applied to the periods presented.

2.1 basis of preparation

The consolidated financial statements have been prepared in accordance with the International Financial Reporting Standards and IFRS IC interpretations (IFRIC), as adopted by the European Union (hereinafter IFRS) and in accordance with the legal requirements of Part 9, Book 2 of the Dutch Civil Code.

New standards, amendments and/or interpretations to existing IFRS standards became effective in 2022. These new standards, amendments and interpretations, as far as they are relevant to the Group, have no impact on the valuation and classification of assets and liabilities of the Group, nor on its income statement or cash flows.

For the amendment to IAS 37 'Provisions Contingent Liabilities and Contingent Assets', which was issued in May 2020 and effective as of January 1, 2022, see note 6 (provisions).

New standards, amendments and/or interpretations to existing IFRS standards have been published that only need to be applied to accounting periods beginning on or after January 1, 2023. As far as these standards, amendments and interpretations are applicable to the Group, these are expected to have no effect on the valuation and classification of assets and liabilities. The Group has decided not to opt for early adoption.

The financial statements are prepared under the historical cost convention and on a going concern basis. See note 3.2.2 (liquidity risk) and note 3.3 (impact of global macroeconomic and geopolitical uncertainty) for further disclosures.

For both current assets and liabilities (expected to be recovered or settled within 1 year) and non-current assets and liabilities (expected to be recovered or settled/ extinguished after 1 year), the corresponding presentation is used on the face of the balance sheet.

The Group operates in countries with different currencies. All subsidiaries have as their functional currency the local currency of the country in which they operate. The Group and its parent company use the euro as their functional and presentation currency.

All amounts in tables are presented in millions of euros, unless explicitly stated otherwise.

2.2 fair value estimation

Fair value estimations are mainly used with respect to financial assets and financial liabilities.

As no financial assets and liabilities of the Group are traded in active markets, the fair value of financial assets and liabilities is estimated by discounting the future contractual cash flows at current market interest rates that are available to the Group for similar financial assets and liabilities. The fair value is only calculated for disclosure purposes.

Because of this valuation method, which uses observable market data for the interest rates, the resulting fair value estimates reflect 'Level 2 Financial Instruments' for 2022 and 2021.

3 capital and financial risk management

3.1 capital management

Randstad N.V.'s policy is to maintain a sound financial position through a leverage ratio (net debt/EBITDA) of below 2. We believe this is important in order to maintain the confidence of clients, talent, creditors, and investors, and to sustain the future development of our business.

Our financing policy aims to secure financing that matches the Group's mid- to long-term financing requirements.

3.1.1 dividend policy

Randstad's dividend policy is part of our capital allocation policy, and consists of two elements.

Firstly, we pay out an ordinary cash dividend. We aim for a flexible payout ratio of 40% to 50% of net profit adjusted for amortization and impairment of acquisition-related intangible assets and goodwill, integration costs, and one-offs. In addition, we have set a conditional ordinary cash floor dividend of € 1.62 per share. This baseline dividend level will be maintained even when the 40-50% payout ratio is temporarily exceeded, barring (i) seriously adverse economic conditions, (ii) material strategic changes to the sector, and (iii) a material deterioration in our solvency and liquidity ratios.

Secondly, we have set discretionary additional returns to shareholders in the event of a leverage ratio below 1.0 (pre IFRS 16 'Leases') through either (i) a special cash dividend or (ii) share buybacks.

3.2 financial risk management

The Group is exposed to a variety of financial risks, including credit risk, liquidity risk, foreign currency exchange risk, and interest rate risk. One of the objectives of the Group's Risk & Control framework is to minimize potential adverse effects on the financial performance of the Group.

Our Risk & Control framework is in place to ensure that risks are detected, measured, and reported properly. Risk management procedures are carried out under policies that have been approved by the Executive Board.

3.2.1 credit risk

Credit risk within the Group arises from the possibility that clients and other counterparties may not be able to settle their obligations towards the Group.

Credit control policies are included in a blueprint, which is a global document including prescribed work procedures and guidelines. To manage credit risk, credit checks are, in principle, performed upfront for new customers. For high-risk clients, credit limits are put in place based on internal and/or external ratings. Credit risk is monitored by the credit control departments of our operating companies on a daily basis.

An international credit committee is in place to share best practices and to share knowledge of developments in various industries.

The Group has no significant concentrations of credit risk, as the Group has many clients in a large number of industries and countries.

trade and other receivables

	2022	2021
Trade receivables	4,819	4,521
Less: allowance for expected credit losses	46	44
Trade receivables, net of allowance for expected credit losses	4,773	4,477
Other receivables	742	669
Prepayments	296	269
Net plan assets defined benefit pension plan	3	5
Loans	7	7
Net investments in subleases	7	5
Total trade and other receivables	5,828	5,432

The carrying amount of these receivables reflects the fair value.

The Group does not hold any collateral as security.

Trade and other receivables are initially stated at fair value. Subsequent measurement is at amortized cost, using the effective interest method less allowance for expected credit losses.

Trade and other receivables are hold-to-collect contractual cash flows.

For net plan assets relating to the defined benefit pension plan, see note 24.2.

accounting policy

The allowance for expected credit losses (ECL) of trade receivables is based on individual assessments of expected non-recoverable receivables as well as on expected credit losses estimated using a provision matrix by reference to past default experiences on the portfolio of trade receivables of subsidiaries in relation to revenue streams, and various other (external) sources of actual and forecast economic information.

In our estimation, we have taken into account the impact due to changes in macroeconomic circumstances like the conflict in Ukraine, supply chain disruptions, increased cost of living and to a lesser extent COVID-19 on the expected credit risk in our portfolio. We did not see a major deterioration of our portfolio in 2022 compared to 2021.

Significant financial difficulties of the debtor, the probability that the debtor will enter into bankruptcy or financial reorganization, serious default or delinquency in payments, and significant overdues in payment are considered indicators that the trade receivable is in default and a credit loss is expected to occur. The amount of the allowance is equal to the difference between the carrying amount of the receivable and the present value of estimated future cash flows.

movements in the allowance for expected credit losses of trade receivables

	2022	2021
Balance as at January 1	44	52
Charged to selling expenses	11	(2)
Receivables written off as uncollectable	(9)	(7)
Translation differences	-	1
Balance as at December 31	46	44

In the allowance for expected credit losses of trade receivables, an allowance is included for individually impaired trade receivables of € 16 million (2021: € 20 million). The remainder is related to other expected credit losses, which are measured at an amount equal to lifetime ECL, based on the approach described above.

The allowance for expected credit losses of trade receivables is excluding recoverable value-added taxes.

Net amounts charged to this allowance are generally written off when there is no expectation of recovering additional cash.

The table 'expected credit losses' below shows the rate of expected credit losses for various appropriate past due categories.

aging of trade receivables, based on invoice date

	2022		2021	
	amount	%	amount	%
0-4 weeks	2,710	56.2	2,550	56.4
5-16 weeks	1,979	41.1	1,860	41.1
17-26 weeks	82	1.7	63	1.4
Not impaired	4,771	99.0	4,473	98.9
Impaired	48	1.0	48	1.1
Total trade receivables	4,819	100.0	4,521	100.0

The information with regard to aging categories is based on the invoice date, as the risk of non-payment starts from this date.

For other financial assets, which for the main part comprise receivables on governmental or semi-governmental bodies, see note 21.

Excess cash positions are invested with preferred financial partners, which are mostly considered to be high-quality financial institutions with sound credit ratings, or in highly rated liquidity funds. Policies are in place that limit the amount of credit exposure to any one financial institution.

3.2.2 liquidity risk

Liquidity risk is the risk that the Group will not be able to meet its financial obligations. The Group's approach to liquidity risk is to ensure, as far as possible, that it will always have sufficient funds available to meet its liabilities when due, under both normal and stressed conditions. This risk is managed by having sufficient availability of cash, as well as committed and uncommitted credit lines, both at Group and subsidiary level.

credit facilities

As at December 31, 2022, the Group had a € 1,750 million (2021: € 1,850 million) committed multi-currency syndicated revolving credit facility at its disposal, which matures in May 2027 (2021: July 2024). The term may potentially be extended to a maximum of seven years (i.e., maturing in May 2029) through the exercise of two extension options, which are at the banks' discretion. The facility agreement, which is a refinancing of the previous facility (€ 1,850 million), contains the same covenant with respect to the net debt to EBITDA ratio (leverage ratio), as well as a paragraph on material adverse changes. The net debt to EBITDA ratio has a limit of 3.5x and is calculated based on the results of the Group on a 12-month basis. In certain cases, Randstad is allowed to report a leverage ratio of 4.25x EBITDA for a limited period of time. This credit facility has an interest rate that is based each time on the term of the drawings, increased by a margin above the applicable Euribor or LIBOR rates. The margin is variable and depends on the 'net debt to EBITDA' ratio.

The facility agreement stipulates that the calculation of this ratio is based on the accounting policies as included in the annual report 2011, being the initial starting date of the current facility.

expected credit losses

	trade receivables - days past due					
	not past due	0-4 weeks	5-16 weeks	17 weeks and over	doubtful debts	total
December 31, 2022						
ECL rate	0.1%	0.5%	1.7% - 8.5%	17.7% - 62%	100%	
Estimated total gross carrying amount at default	3,635	391	177	36	16	4,255
Lifetime ECL	2	2	6	20	16	46
December 31, 2021						
ECL rate	0.1%	0.6%	2.1% - 9.8%	20% - 54%	100%	
Estimated total gross carrying amount at default	3,455	333	140	30	20	3,978
Lifetime ECL	3	2	6	13	20	44

In 2022, the Group had two committed bilateral revolving credit facilities of € 200 million each (2021: € 200 million), with a three-year tenor, maturing in December 2024, and a committed bilateral term loan of USD 300 million (2021: USD 300 million), with a three-year tenor, maturing in December 2024. The revolving credit facilities have an interest rate that is each time based on the term of the drawing, increased with a fixed margin above the applicable Euribor rates. Covenants are fully aligned with the committed multi-currency syndicated revolving credit facility. The term loan has an interest rate that is each time based on the term of the drawing, increased by a margin above the applicable Libor rate. The margin is variable and depends on the leverage ratio. Covenants are fully aligned with the committed multi-currency syndicated revolving credit.

The actual leverage ratio (pre IFRS 16 'Leases') as at December 31, 2022 is 0.2 (December 31, 2021: –0.1), which is well below the limit.

borrowings

Borrowings are initially recognized at fair value less attributable transaction costs. Subsequent to initial recognition, borrowings are stated at amortized cost.

Any difference between the proceeds and the amount to be repaid is recognized in net finance costs during the term of the borrowings, using the effective interest method.

total borrowings

	2022	2021
Non-current borrowings	477	664
Non-current borrowings	477	664
Current borrowings	69	16
Borrowings, under current liabilities	69	16
Total borrowings	546	680

Since the interest rates on the current borrowings and non-current borrowings fluctuate with the market, the effective interest rates are considered equal to the actual rates.

Negative pledges have been issued for purposes of bank overdraft facilities, and 'pari passu' clauses apply.

movements in non-current borrowings

	2022	2021
Balance as at January 1	664	-
Drawings on non-current borrowings	766	664
Repayments of non-current borrowings	(970)	-
Amortization of transaction costs	1	-
Translation and currency differences	16	-
Balance as at December 31	477	664

Amounts of non-current borrowings which are denominated in US dollars were designated as hedges of the net investment in subsidiaries in the US (during 2022 and 2021). These net-investment hedges were all considered effective.

current borrowings

	2022	2021
Balance as at January 1	16	141
Acquisition of subsidiary companies	32	23
Drawings / (repayments)	26	(148)
Net increase / (decrease) cash flow statement	58	(125)
Translation and currency differences	(5)	-
Balance as at December 31	69	16
Bank overdrafts	69	16
Money market drawings	-	-
Balance as at December 31	69	16

Bank overdrafts are denominated in various currencies. As at December 31, 2022, the major bank overdraft denominated in foreign currencies is for an amount of € 5 million in US dollars (December 31, 2021: € 3 million).

Maturities of financial liabilities are expected to be:

expected maturities of financial liabilities

including interest payments

	carrying amount	0 - 90 days	91 - 365 days	2 - 5 years	more than 5 years
December 31, 2022					
Non-current borrowings[1]	477	-	-	477	-
Lease liabilities (non-current and current)[2]	598	50	136	359	118
Borrowings under current liabilities[3]	69	69	-	-	-
Trade and other payables[4]	4,495	4,014	481	-	-
Other liabilities[5]	7	-	-	7	-
	5,646	4,133	617	843	118
December 31, 2021					
Non-current borrowings	664	-	-	664	-
Lease liabilities (non-current and current)[2]	594	50	138	355	83
Borrowings under current liabilities[3]	16	16	-	-	-
Trade and other payables[4]	4,351	3,883	468	-	-
Other liabilities[5]	4	2	2	-	-
	5,629	3,951	608	1,019	83

1 Drawings on the revolving credit facilities and the term loan mature in 2024. All amounts are undiscounted.
2 Lease liabilities: carrying amount is discounted, whereas lease repayments in the maturity buckets are undiscounted.
3 Bank overdrafts include no interest, as these are repayable upon demand; other drawings include interest. All amounts in the maturity buckets are undiscounted.
4 Excluding deferred income. All amounts are undiscounted.
5 Other liabilities are based on the expected contractual dates. Carrying amount is discounted, whereas amounts in the maturity buckets are undiscounted.

cash and cash equivalents

Cash and cash equivalents comprise cash on hand and at bank, as well as time deposits and other short-term highly liquid investments with original maturities of three months or less.

net debt

The net debt includes the balance of cash, cash equivalents, and borrowings (both current and non-current), as well as lease liabilities (current and non-current).

cash and cash equivalents

	2022	2021
Time deposits	16	130
Cash on hand and at bank	258	729
Total cash and cash equivalents	274	859

Time deposits fall due, on average, within a month. The average interest rate for time deposits is 9.1% (December 31, 2021: 0.2%).

An amount of € 241 million out of € 274 million (December 31, 2021: € 827 million out of € 859 million) is available upon demand.

net debt

	2022	2021
Non-current borrowings	(477)	(664)
Current borrowings	(69)	(16)
Total borrowings	(546)	(680)
Cash and cash equivalents	274	859
Net cash/(net debt), excluding lease liabilities	(272)	179
Lease liabilities	(598)	(594)
Net debt	(870)	(415)

3.2.3 foreign currency exchange risk

transactions and balances in currencies other than the functional currency

Transactions in currencies other than the functional currency of the related subsidiary are converted at the foreign exchange rate on the date of the transaction.

Monetary balance sheet items (such as cash and borrowings) in currencies other than the functional currency of the related subsidiary are converted at year-end exchange rates.

Exchange differences resulting from the settlement of transactions on cash, cash equivalents, and borrowings, as well as from the conversion of these monetary balance sheet items, are included in net finance costs. Exchange differences resulting from the settlement of other transactions and conversion of other monetary balance sheet items are included in operating expenses.

Non-monetary balance sheet items (such as property, plant and equipment) that are measured in terms of historical cost in currencies other than the functional currency of the related company are converted at the foreign exchange rates on the date of transaction.

exposures to foreign currency exchange risk

The Group uses the euro as its reporting currency. Currencies other than the euro that are of primary importance to the Group are the Australian dollar, the Canadian dollar, the Japanese yen, the Swiss franc, the UK pound sterling, and the US dollar.

main exchange rates to the euro

averages on annual basis

	2022		2021	
	average	at year-end	average	at year-end
Australian dollar	0.66	0.64	0.64	0.64
Canadian dollar	0.73	0.69	0.67	0.70
Japanese yen	0.0072	0.0071	0.0077	0.0076
Swiss franc	0.99	1.01	0.92	0.96
UK pound sterling	1.17	1.13	1.16	1.19
US dollar	0.95	0.93	0.85	0.88

The foreign currency exchange risk of the Group with respect to transactions is limited, because subsidiaries usually generate both revenues and expenses in the same local currency.

All other foreign exchange transactions, which mostly consist of intercompany financing (equity increases, dividends, intercompany loans, and interests), are accounted for, in principle, at the exchange rate at the transaction date. The Group has a policy to match, within certain preset boundaries, the currencies in the net debt positions with the currencies in the cash flow generation. The currency mix of the debt can easily be adjusted, as the € 1,750 million syndicated revolving credit facility is a multi-currency facility. In principle, the use of derivatives is therefore unnecessary.

At year-ends 2022 and 2021, the Group had no outstanding interest rate or currency derivatives.

Currency fluctuations can, however, affect the consolidated results, due to the translation of local results into the Group's reporting currency.

Translation effects from consolidation may also impact shareholders' equity. The Group has a number of net investments in foreign subsidiaries whose assets and liabilities are exposed to currency translation risk that is accounted for, through total other comprehensive income, in equity. Currency exposures arising from the net assets of the Group's foreign operations are monitored and, when considered necessary, hedged against borrowings in the relevant currencies through a net investment hedge; translation differences on borrowings classified as such are included, through comprehensive income, in equity.

In the Group, two subsidiaries (based in Argentina and Turkey) are accounted for in accordance with IAS 29 'Financial reporting in hyperinflationary economies'. The application of this standard has no material effect on the consolidated financial statements. The general price indices published for Argentina and Turkey are used in restating the results of these subsidiaries. The CPIs for Argentina and Turkey as at 31 December 2022 were 1,135 and 1,128 (December 31, 2021: 582 and 687) respectively. The effect of the adjustment on the results of the Group designated as the result on net monetary position totaled € 3 million during the current year (2021: € 0.9 million) and is presented under net finance costs.

sensitivity

If the euro had weakened or strengthened 15% on average during 2022 against the currencies mentioned in the table 'main exchange rates to the euro', with all other variables held constant, EBITA for the year 2022 would have been higher or lower respectively in the range of € 3 million –

€ 44 million per currency. If the euro had weakened or strengthened 10% on average against these currencies, EBITA for the year 2022 would have been higher or lower respectively in the range of € 2 million – € 30 million per currency (2021: range of € 1 million – € 20 million per currency). The effect on shareholders' equity would have been the same (before tax effects).

foreign currency sensitivity against euro

	2022		2021
	15% change[1]	10% change	10% change
Australian dollar	3	2	2
Canadian dollar	6	4	4
Japanese yen	9	6	6
Swiss franc	3	2	1
UK pound sterling	3	2	1
US dollar	44	30	20

1 The increased range used for the year 2022 is a response to the recent dynamic market circumstances and represents reasonably possible changes.

foreign currency sensitivity on financial instruments

The foreign exchange risk exposure on the consolidated financial assets is limited and not material. The foreign exchange risk exposure on the consolidated financial liabilities is hedged and therefore foreign exchange risk is limited.

3.2.4 interest rate risk

The general policy is to keep interest rates on net debt floating as much as possible. We believe this adds value for shareholders in the long term, as over time floating interest rates are on average significantly lower than fixed interest rates. We also believe that the staffing industry has a natural hedge to interest rate changes (EBITDA levels usually move up and down more or less in line with interest rate levels), and since the Group is cash-generating, we aim to maintain floating interest rates on net debt as much as possible.

sensitivity

If the interest rate had been 2 percentage points higher on average during 2022, with all other variables held constant, net interest expenses for the year would have increased by € 7 million.

If the interest rate had been 1 percentage point higher on average during the year, with all other variables held constant, net interest expenses for the year would have increased by € 3 million (2021: € 0 million higher).

For the year 2023 we do not expect the financial structure to change significantly.

3.3 impact of global macroeconomic and geopolitical uncertainty

In 2022, we experienced a number of dynamic market circumstances, such as the conflict in Ukraine, supply chain disruptions, increased cost of living and, to a lesser extent, COVID-related challenges.

Although we remain cautious as visibility remains limited, Randstad is well positioned to respond quickly and effectively amidst a challenging macro environment, thanks to our diverse portfolio, our scale and data insights, and high operational adaptability and flexibility.

3.3.1 covid-19

As the impact of the global outbreak of COVID-19 on our business in 2022 was limited, it was not considered to be a triggering event to test the impairment of goodwill and other assets.

We are continuing to monitor and address the impacts of the COVID-19 outbreak in the next year, although we currently expect limited impact on our business. However, we cannot predict with certainty what these impacts will be for 2023.

3.3.2 conflict in ukraine

We closely follow the geopolitical developments in Eastern Europe. We recognize that, in addition to the human toll, rising inflation and resulting higher interest rates are signs indicating that this war is affecting the global economy.

In 2022, the impact on our business was fairly limited. Looking ahead, there continues to be a high degree of global macroeconomic and geopolitical uncertainty. We are continuously monitoring the situation, with the aim of responding as quickly and effectively as possible to changing circumstances.

4 critical accounting policies, judgments, estimates, and assumptions

In preparing the financial statements, management has to make certain judgments, estimates, and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, revenue, and expenses. The actual outcome may differ from these judgments, estimates, and assumptions, and therefore could have a material effect on the carrying amount of the asset or liability involved. The timing of outflow of resources to settle provisions is subject to the same uncertain factors. Judgments, estimates, and assumptions are reviewed on an ongoing basis, and are based on historical experience and various other factors, including expectations about future events that are believed to be reasonable under the circumstances and for the item involved. Revisions to accounting estimates are recognized in the period in which the estimates are revised and in any future periods affected.

The Group considers the following accounting policies, judgments, estimates, and assumptions as critical, which are described in the notes as indicated:

- Impairment of non-financial assets in general and impairment of goodwill specifically (estimates and assumptions in respect of recoverable amounts) (note 5);
- Provisions (estimates for the likelihood as well as timing of (possible) cash outflows) (note 6)
- Corporate taxes (judgments in determination of worldwide deferred tax assets) (note 7);
- Leases (assumptions for options (such as renewal and early-termination) in lease contracts) (note 8);
- Revenue recognition (judgments in determination of the timing of satisfaction of performance obligation and of acting as principal versus agent) (note 9).

5 impairments

5.1 impairment of non-financial assets

The carrying amounts of the Group's non-financial assets, with the exception of deferred tax assets and the plan assets in relation to defined benefit pension plans, are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. For goodwill, testing for impairment is performed at least annually.

If there are such indications, the recoverable amount of the asset is estimated. If this is not possible, the recoverable amount of the cash-generating unit to which the asset belongs is estimated. For purposes of impairment testing, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). Goodwill is allocated to groups of cash-generating units, being operating segments, for purposes of impairment testing.

If the recoverable amount of an asset or a cash-generating unit (or operating segment) is estimated to be lower than its carrying amount, the related carrying amount is reduced to its recoverable amount.

The resulting impairment loss is immediately recognized in total operating expenses.

The recoverable amount is the higher of an asset's fair value less costs to dispose and its value in use.

The value in use is determined by using the present value of estimated cash flow projections. The discount rates are based on interest rates that align with the terms of the projections and the specific risks of the asset or business respectively.

In determining the fair value less costs to dispose, information such as recent market transactions is taken into account; if no such transactions (or comparable transactions) can be identified, an appropriate valuation model is used. This valuation model is supplemented by valuation multiples, quoted share prices, or other available fair-value indicators.

Impairment losses relating to a cash-generating unit (or operating segment) are first allocated to reduce the carrying amount of the goodwill of the related cash-generating unit (or operating segment) and then to reduce

the carrying amount of the other assets of that cash-generating unit (or operating segment) on a pro rata basis.

An impairment loss with respect to goodwill is not reversed.

With respect to other assets, an impairment loss recognized in a prior period is assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount.

For the impairment testing method of property, plant and equipment, software, and acquisition-related intangible assets, see notes 18, 19 and 20 respectively.

5.2 goodwill and impairment of goodwill

5.2.1 goodwill

	2022	2021
Cost	4,024	3,847
Accumulated impairment	977	940
Balance as at January 1	3,047	2,907
Acquisition of subsidiaries	69	91
Impairment	-	(2)
Translation differences	20	51
Balance as at December 31	3,136	3,047
Cost	4,107	4,024
Accumulated impairment	971	977
Balance as at December 31	3,136	3,047

In 2022, the Group acquired 100% of the shares of Avanzo (Spain), of Side (France), and of the Finite Group (Australia & New Zealand). See note 11.1 for further information.

In 2021, the Group acquired 100% of the shares of Cella, Inc. (USA), and of Hudson Benelux (Belgium). See note 11.1 for further information.

In 2022, the Group disposed of certain subsidiaries/ activities in Japan. See note 11.2 for further information.

In 2021, the Group disposed of certain subsidiaries/ activities in Germany and Switzerland. See note 11.2 for further information.

accounting policies

Goodwill on acquisitions of subsidiaries is included in intangible assets; goodwill on acquisitions of associates is included in investments in associates. For the measurement of goodwill at initial recognition, see note 11.1.

Goodwill on acquisitions represents payments made by the Group in anticipation of future economic benefits from assets that cannot be identified individually and cannot be recognized separately. These relate, for example, to synergies expected from integrating the acquired companies and the workforces of the acquired companies.

Goodwill is stated at cost less accumulated impairment losses. Gains and losses on the disposal of an entity include the carrying amount of goodwill relating to the entity that is sold. Where goodwill has been allocated to an operating segment and part of the operation within that operating segment is disposed of, the goodwill related to that part is included in the carrying amount of the disposed operation when determining the gain or loss on disposal. Goodwill disposed is calculated based on the relative value of the disposed operation of the total value of the operating segment to which the disposed operation belongs. If disposal of an entity results in a loss, the goodwill part in the loss is presented in the statement of comprehensive income as an impairment of goodwill, up to a maximum amount of the loss on disposal.

Goodwill is allocated to operating segments for the purpose of impairment testing. The allocation is made to those operating segments that are expected to benefit from the business combination in which the goodwill arose.

impairment testing

In the case of triggering events and at least annually, the Group tests whether intangible assets, being goodwill and acquisition-related intangible assets, have suffered any impairment. The recoverable amounts of cash-generating units have been determined using, among other instruments, value-in-use calculations. These calculations require the use of estimates. Based on these impairment tests, impairment losses, if any, are identified.

determination of recoverable amount

The recoverable amount for all operating segments is based on the higher of the value in use and the fair value less cost to dispose. The value in use is determined by means of cash flow projections based on the actual

operating results adjusted for non-cash items (mainly depreciation and amortization) and the expected future performance, which in turn is based on historical performance, management's estimates and assumptions of revenue growth, and on developments of operating margins, assessed using external data, covering a period of, in principle, nine years (2021: nine years). Cash flow projections after this period are extrapolated by means of a growth percentage of 0.5% (2021: 0.25%) throughout the Group. The nine-year period of the projections reflects an estimated full business cycle of our industry.

5.2.2 annual impairment test

We performed our annual goodwill impairment test as of October 1, 2022. Key assumptions in the cash flow projections are:

- Annual revenue growth of the Group: on average between 3.5% and 7.8% (2021: 3.1% and 9.9%) for the first three years and between 3.1% and 3.4% (2021: 2.6% and 2.7%) for the following six years (Netherlands: 1% to 1.5% and 1.5% respectively (2021: 0.6% to 1.5% and 1.5% respectively); USA: 2.5% to 5.4% and 2.5% respectively (2021: 2.5% to 15.2% and 2.5% respectively); France: 3.2% to 6.7% and 3.2% respectively (2021: 2.3% to 10.3% and 2.3% to 2.4% respectively));
- EBITA of the Group in the range of 4.1% to 5% (2021: 4.2% to 4.6%) of revenue (Netherlands: 4.9% to 5.6% (2021: 4.9% to 5.4%); USA: 4.3% to 6% (2021: 4.6% to 5.1%); France: 4.4% to 4.7% (2021: 4.7% to 5.0%));
- Growth rates in revenue and EBITA percentages vary between segments in relatively limited terms and are dependent on the mix in revenue.

The cash flow projections are prepared in local currencies, and discounted with pre-tax discount rates for each currency involved. The pre-tax discount rates vary from 9.8% to 35.4% (2021: 9.1% to 27.7%). The weighted average is 13.5% (2021: average 12.1%); Netherlands: 12.1% (2021: 10.6%); USA: 13.7% (2021: 12.2%); France: 14.2% (2021: 12.7%).

The assumptions are based on the current best estimate of future macroeconomic developments, which is mainly reflected in the pre-tax discount rates. These assumptions contain inherent judgment due to the continued high degree of uncertainty and therefore might change following global macroeconomic and geopolitical developments.

results of annual impairment test

The annual impairment test performed by the Group for 2022 resulted in no impairments (2021: no impairments).

sensitivity relating to annual impairment test

For 2022, the operating segments UK, Sourceright EMEA, Germany, Poland, Scandinavia, Eastern Europe and Australia are most sensitive to variations in assumptions (2021: Germany, UK, Australia, and Sourceright EMEA). The outcome of impairment testing is sensitive to variations in estimates and assumptions. Variations in estimates and assumptions have the following effect on the impairment test calculations.

sensitivity relating to annual impairment test

	revenue decrease[1]	EBITA margin decrease[2]				discount rate increase[3]
	-3%	-0.3%	-0.5%	-1%	-1.5%	1.5%
2022 - CGU						
Australia	-	-	-	-	4	-
Eastern Europe	-	-	-	-	5	-
Germany	-	-	-	-	78	-
Poland	-	-	-	-	9	-
Randstad Sourceright EMEA	-	2	13	28	28	-
Scandinavia	-	-	-	-	8	-
UK	-	-	10	40	40	-
Total	-	-	23	68	172	-
2021 - CGU						
Australia	-	-	-		33	-
Germania	-	-	-		29	-
Randstad Sourceright EMEA	-	-	2	24	26	-
UK	-	-	-	26	42	-
Total	-	-	2	50	130	-

1 Sensitivity on revenue growth applies to the explicit forecast years, the long-term growth rate in the terminal year is kept constant.
2 Sensitivity on EBITA margin applies to both the explicit forecast years and the terminal year.
3 Sensitivity on discount rate taken in all forecast years, including terminal year.

The combined recoverable amount of these sensitive operating segments of € 1,804 million (2021: € 1,241 million) exceeds the carrying amount by € 656 million (2021: € 518 million). The carrying amount includes goodwill of € 594 million (2021: € 417 million).

The operating segments France, the Netherlands, Belgium & Luxembourg, Spain, Portugal, Italy, Switzerland, USA, Canada, Japan, Greater China, Singapore, Sourceright North America, Sourceright APAC and Latin America have substantial headroom available.

For the carrying amount of goodwill by reporting segment, see note 10.2.

6 provisions

	restructuring	workers' compensation	other	total
Balance as at January 1, 2022	22	49	70	141
Movements in 2022				
Disposal of subsidiaries	-	-	-	-
Charged to income statement	52	27	53	132
Released to income statement	(3)	-	(14)	(17)
Withdrawals	(34)	(29)	(32)	(95)
Total amount in statement of cash flows	15	(2)	7	20
Interest due to passage of time	-	2	-	2
Translation differences	-	2	1	3
Balance as at December 31, 2022	37	51	78	166
Non-current	3	31	40	74
Current	34	20	38	92
Balance as at December 31, 2022	37	51	78	166
Balance as at January 1, 2021				
Non-current	4	25	46	75
Current	32	19	40	91
	36	44	86	166
Movements in 2021				
Disposal of subsidiaries	(5)	-	-	(5)
Charged to income statement	30	27	12	69
Released to income statement	(9)	-	(11)	(20)
Withdrawals	(31)	(27)	(17)	(75)
Total amount in statement of cash flows	(10)	-	(16)	(26)
Interest due to passage of time	-	1	-	1
Translation differences	1	4	-	5
Balance as at December 31, 2021	22	49	70	141
Non-current	6	29	35	70
Current	16	20	35	71
Balance as at December 31, 2021	22	49	70	141

Provisions are recognized for legally enforceable or constructive obligations as a result of a past event for which the settlement is likely to require an outflow of resources and to the extent that these can be reliably estimated. If the effect is material, provisions are determined by discounting the expected future cash flows at an interest rate that reflects the current market assessments of the time value of money and, where appropriate, the risks specific to the obligation.

Provisions for restructuring are recognized when a detailed and formal restructuring plan has been approved, and the restructuring has either commenced or has been announced publicly. These restructuring provisions mainly comprise severance payments for personnel.

Provisions for workers' compensation are based on claims for compensation and medical expenses (of both employees and candidates working) in relation to accidents during working hours for which the Group is liable under applicable local laws. These provisions relate to our activities in North America and in parts of Australia, where we are responsible for payment of workers' compensation claims up to a maximum amount per claim, beyond which the costs are insured. Independent actuaries calculate the amount of the provision.

The effective interest rate used in the calculation of the provision for workers' compensation is 3% (2021: 3%).

Other provisions mainly relate to:
- Onerous contracts, where the expected benefits to be derived by the Group from a contract are lower than the unavoidable cost of meeting its obligations under the contract; and
- Claims from third parties. In the ordinary course of business, the company is involved in various legal proceedings in which claims are asserted by clients, candidates placed and vendors, as well as in investigations by local tax and regulatory authorities that have led to or might lead to claims. These claims are provided for at the lowest amount at which the Group expects the claim to be reasonably settled. Due to the highly uncertain timing of the expected future cash outflow, amounts provided for claims from third parties are categorized to be settled within one year of the balance sheet date, unless these are explicitly expected to be settled later.

The majority of the non-current part of these provisions is expected to be settled within three years of the balance sheet date.

The International Accounting Standards Board (IASB) developed amendments to IAS 37 to clarify that for the purpose of assessing whether a contract is onerous, the cost of fulfilling the contract includes both the incremental costs of fulfilling that contract and an allocation of other costs that relate directly to fulfilling contracts.

The IASB issued the amendments in May 2020. The amendments are effective for contracts for which an entity has not yet fulfilled all its obligations on or after 1 January 2022. A review of the Group's situation regarding (potential) onerous contracts which existed at the date when the amendments are first applied was undertaken. The review did not result in any material adjustments to the Group's financial statements.

sensitivity

The provision for workers' compensation is sensitive to interest rate changes. Should the interest rate deviate by 1%- point, with all other variables held constant, the provision would deviate in the range of € 0 million to € 1 million (2021: range of € 1 million to € 2 million).

7 corporate taxes

The Group is subject to corporate income taxes in numerous jurisdictions. Significant judgment is required in determining the worldwide deferred tax assets on, among other items, tax losses carried forward. There are many uncertain factors that affect the recognition of deferred tax assets with respect to the amount of tax losses carried forward. The Group recognizes deferred tax assets on tax losses carried forward based on its best estimates. The recoverability of deferred income tax assets is reviewed and assessed frequently, using forecasts that are based on actual and future (taxable) results. External data are used for reference if considered necessary. When the actual (taxable) results are different from the amounts that were initially estimated, such differences will impact the income tax in the income statement (effective tax rate), as well as the deferred tax assets and/or deferred tax liabilities in the period in which these deviations occur.

The Group has also identified a number of uncertain tax positions. The Group determines whether to consider each uncertain tax position separately or together with one or more other uncertain tax positions, and applies the approach considered most suitable to predict the resolution of the uncertainty. The Group applies significant judgment in identifying uncertainties over income tax treatments. As the Group operates in a complex multinational environment, it takes any potential uncertain tax position into consideration, mostly relating to transfer pricing policies. The tax returns of the companies in the Group are filed in different tax jurisdictions and include deductions related to transfer pricing (mainly holding, royalty and interest charges passed on by the Company). Tax authorities may challenge those deductions for tax purposes. Based on the Group's tax compliance, transfer pricing studies, and assessments based on the judgments of tax professionals within the Group, supplemented by external tax advice from case to case, the Group determines the probable outcome of the uncertainties. Provisions are recognized for those matters for which the tax determination is uncertain, but for which it is considered probable that the tax authorities will not accept the uncertain treatment. The provisions are based on either the most likely amounts or the expected value of the payable amount.

7.1 deferred and current income taxes

Using the balance sheet liability method, deferred tax assets and liabilities are recognized to provide for temporary differences between the value of the assets and liabilities for financial reporting purposes and for tax purposes. Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities, and when the deferred income taxes relate to the same tax jurisdiction.

Deferred tax assets, including those resulting from tax losses carried forward, are recognized to the extent that it is probable that future taxable profits will be available as a consequence of which the temporary differences, including tax losses carried forward, can be realized.

Deferred tax assets and liabilities are valued at tax rates enacted or substantively enacted at year-end and which are expected to apply in the coming years when the assets and liabilities are expected to be realized or settled.

movements in total position of corporate taxes

	2022	2021
Assets/(liabilities)		
Deferred income tax assets	619	674
Current income tax receivables	77	98
Deferred income tax liabilities	(18)	(31)
Current income tax liabilities	(63)	(65)
Balance as at January 1	615	676
Movements during the year		
Charged to income statement	(197)	(250)
Net payments	261	204
Acquisition of subsidiaries' current taxes	(3)	-
Acquisition of subsidiaries' deferred taxes	(43)	(11)
Recognized in other comprehensive income	(32)	(27)
Recognized in equity on share-based compensations	4	1
Translation differences	14	22
Total movements	4	(61)
Assets/(liabilities)		
Deferred income tax assets	633	619
Current income tax receivables	116	77
Deferred income tax liabilities	(52)	(18)
Current income tax liabilities	(78)	(63)
Balance as at December 31	619	615

Deferred tax is recorded with respect to temporary differences arising from investments in subsidiaries and associates, except for deferred income tax liabilities arising from undistributed profits from investments where the entity is able to control the timing of the distribution and it is probable that such distribution will not occur in the foreseeable future.

deferred income tax assets

composition of deferred income tax assets

	2022	2021
Tax losses carry-forward	368	335
Unused tax credits	202	180
Temporary differences:		
Property, plant, equipment, intangible assets, and right-of-use assets/lease liabilities	86	97
Other receivables/other payables	114	100
Provisions	78	85
	278	282
Deferred income tax assets (before netting)	848	797
Amount netted with deferred income tax liabilities	(215)	(178)
Deferred income tax assets (after netting)	633	619

Deferred income tax assets in relation to tax losses carried forward comprise an amount of € 11 million (2021: € 10 million), originating from subsidiaries that generated tax losses in the current or preceding year. These deferred tax assets relate mainly to a number of subsidiaries in various countries that generated taxable profits in 2022 and are expected to continue making taxable profits in the near future.

Certain deferred income tax assets, whose recoverability is considered not probable, are valued at nil. These concern deferred tax assets in relation to tax losses carried forward of € 211 million (December 31, 2021: € 130 million), as well as deferred tax assets relating to other temporary differences of € 35 million (December 31, 2021: € 8 million). Such carried forward tax losses mainly relate to our subsidiaries in Luxembourg and Monster subsidiaries in Europe. These carried forward losses have expiry dates in the range of five years to indefinitely.

Unused tax credits mainly relate to tax credits in the US, which will be realized after all tax losses carried forward have been recovered. The expiry term of these US unused tax credits is 20 years. Of these unused tax credits, an amount of € 4 million is not valued as at December 31, 2022 (December 31, 2021: € 9 million). During 2022, the US realized almost all federal tax losses carried forward and

started making use of tax credits to offset current tax liabilities.

The part of deferred tax assets that is expected to be realized within one year is estimated at € 95 million (2021: € 92 million).

sensitivity

Deferred tax assets are only recognized to the extent that it is considered probable that future taxable profits are available, as a consequence of which these deferred tax assets can be realized. The scenarios used are in agreement with the estimates and assumptions used in the goodwill impairment testing (see note 5). The various scenarios yield potential outcomes that do not materially deviate from the carrying amount.

deferred income tax liabilities

composition of deferred income tax liabilities

	2022	2021
Acquisition-related intangible assets	42	12
Temporary differences relating to subsidiaries	87	89
Other temporary differences	138	95
Deferred income tax liabilities (before netting)	267	196
Amount netted with deferred income tax assets	(215)	(178)
Deferred income tax liabilities (after netting)	52	18

The deferred tax liability for 'Temporary differences relating to subsidiaries' to the amount of € 87 million (December 31, 2021: € 89 million) relates to recapture obligations in our Luxembourg entities arising from the valuation for fiscal purposes of subsidiaries held by these entities.

The part of deferred income tax liabilities that is expected to be settled within one year is estimated at € 12 million (December 31, 2021: € 3 million).

movements in deferred income taxes

In the table below, the balances of deferred income tax assets and deferred income tax liabilities have been included gross at the beginning and end of the year. The netting of deferred income tax assets and liabilities is shown in the tables above.

movements in deferred income taxes

	tax losses carry-forward	unused tax credits	temporary differences	total 2022	total 2021
Deferred income tax assets	335	180	282	797	837
Deferred income tax liabilities	-	-	(196)	(196)	(194)
Balance as at January 1	335	180	86	601	643
Movements during the year					
Acquisition of subsidiaries	-	-	(43)	(43)	(11)
Income statement	20	24	2	46	46
Other movements	12	(13)	(37)	(38)	(97)
Translation differences	1	11	3	15	20
Total movements	33	22	(75)	(20)	(42)
Deferred income tax assets	368	202	278	848	797
Deferred income tax liabilities	-	-	(267)	(267)	(196)
Balance as at December 31	368	202	11	581	601

7.2 corporate taxes on income

Corporate taxes on income for the year comprise current taxes and deferred taxes. Income taxes are recognized in the income statement, except for taxes that relate to items recognized in other comprehensive income; these taxes are consequently also recognized in other comprehensive income.

Current taxes on income are the sum of taxes recorded on the results before taxes in the countries where those results were generated, based on local tax regulations and against tax rates of the applicable year. Income that is tax-exempt and expenses that are not tax-deductible are taken into account in calculating current taxes on income.

details of corporate taxes on income

	2022	2021
Current tax expense	243	296
Deferred tax income	(46)	(46)
Tax expense	197	250

In 2022, the effective tax rate on income before taxes was 17.5 % (2021: 24.6%). The reconciliation between the applicable income tax rate of the company's country of domicile and the effective tax rate is as follows:

reconciliation from applicable to effective tax rate

	2022	2021
Income tax rate of the company's country of domicile	25.8%	25.0%
Effect of income tax rates in other (non-domestic) jurisdictions	(1.7%)	(0.9%)
Weighted average applicable tax rate	24.1%	24.1%
Tax-exempt income/non-tax-deductible items	0.9%	1.1%
Changes in statutory applicable tax rates and effect of prior years	(0.8%)	(0.1%)
Change in valuation of deferred tax assets and other	(6.7%)	(0.5%)
Effective tax rate	17.5%	24.6%

Tax-exempt income/non-tax deductible items had an effect of 0.9 % in 2022 (2021: 1.1%).

Changes in statutory applicable tax rates and effects of prior years had an effect of (0.8%)-points (2021: (0.1%)-points) on the effective tax rate.

Change in valuation of deferred tax assets and other had an effect of (6.7%)-points in 2022, compared to (0.5%)-points in 2021, and is the result of the re-assessment of the future recoverability of carried forward losses and deferred tax assets in various countries. The impact in 2022 was mainly caused by an increase of carry forward losses following rationalization of the group legal structure and the subsequent increase of the valuation in Luxembourg as a consequence of higher expected future taxable profits due to increased interest rates (and thus increased expected interest income) on the intercompany loans outstanding.

proposed OECD global anti-base erosion rules

In December 2021, the OECD published a draft legislative framework in relation to Global Anti-Base Erosion Rules. These concern the introduction of a 15% global minimum tax applicable to large multinational groups. In December 2022, EU Member States agreed to implement the minimum tax effective from 2024. As no legislation is yet (substantively) enacted, there remains uncertainty with respect to the impact of the minimum tax on the Group. On the basis of the information available, the Group is in the process of reviewing the possible financial impact. So far, the expected impact on the effective tax rate and the tax payments seems to be limited.

8 leases

8.1 right-of-use assets and lease liabilities

	right-of-use buildings	right-of-use cars	right-of-use IT and other equipment	right-of-use assets	lease liabilities
Balance as at January 1, 2022	421	83	3	507	594
Movements in 2022					
Acquisition of subsidiaries	3	-	-	3	3
Disposals of subsidiaries	-	-	-		-
Additions	84	51	-	135	135
Remeasurements	57	1	1	59	57
Depreciation/impairment	(132)	(47)	(3)	(182)	
Interest due to passage of time					15
Repayments					(210)
Translation differences	1	-	1	2	4
Balance as at December 31, 2022	434	88	2	524	598
Cost	1,090	199	9	1,298	
Accumulated depreciation and impairment	656	111	7	774	
Non-current part					412
Current part					186
Balance as at December 31, 2022	434	88	2	524	598
Balance as at January 1, 2021					
Cost	1,037	183	10	1,230	
Accumulated depreciation and impairment	621	93	5	719	
Non-current part					397
Current part					191
Balance as at December 31, 2021	416	90	5	511	588
Movements in 2021					
Acquisition of subsidiaries	2	2	-	4	7
Disposals of subsidiaries	-	-	-	-	(1)
Additions	113	36	-	149	149
Remeasurements	30	1	1	32	26
Depreciation/impairment	(144)	(45)	(3)	(192)	
Interest due to passage of time					11
Repayments					(196)
Translation differences	4	(1)	-	3	10
Balance as at December 31, 2021	421	83	3	507	594
Cost	1,062	183	10	1,255	
Accumulated depreciation and impairment	641	100	7	748	
Non-current part					407
Current part					187
Balance as at December 31, 2021	421	83	3	507	594

Lease liabilities are payable as follows and are set out in the table below, showing the undiscounted lease payments to be paid after the balance sheet date.

maturity of lease liabilities

	2022	2021
Year 1	186	188
Year 2-5	359	355
More than 5 years	118	83
Undiscounted lease amounts to be paid	663	626
Interest	(65)	(32)
Total lease liabilities	598	594

accounting policy for leases

The Group has various lease arrangements for buildings (such as local head offices and branches), cars, and IT and other equipment. Lease terms are negotiated on an individual basis locally and subject to domestic rules and regulations. This results in a wide range of different terms and conditions. At the inception of a lease contract, the Group assesses whether the contract conveys the right to control the use of an identified asset for a certain period in exchange for a consideration, in which case it is identified as a lease. The Group then recognizes a right-of-use asset and a lease liability at the lease commencement date. Lease-related assets and liabilities are measured on a present value basis. Lease-related assets and liabilities are subject to remeasurement when terms are modified or when lease assumptions have changed. Such an event results in the lease liability being remeasured to reflect the measurement of the present value of the remaining lease payments, discounted using the discount rate at the moment of the change. The related right-of-use assets are adjusted to reflect the change in the remeasured liabilities. We have chosen not to apply any of the practical expedients as mentioned in IFRS 16 'Leases' (such as portfolio approach, exemption for low-value leases, and exemption for short-term leases), except for COVID-19-Related Rent Concessions, an amendment to IFRS 16 'Leases' issued in 2020 and the updated amendment to IFRS 16, 'Covid-19-Related Rent Concessions beyond June 2022'. See note 21.1.2 for net investment in subleases.

right-of-use assets

Right-of-use assets are measured at cost and at the inception of the lease may include the following components:

- the initial measurement of the lease liability;
- lease payments made before the commencement date of the lease less any lease incentives received;
- initial direct costs;
- costs to restore.

The right-of-use assets are depreciated on a straight-line basis over the duration of the contract. Depreciation of right-of-use assets is charged to operating expenses and/or cost of services. At the end of a lease contract when the asset is fully depreciated, the value at cost is reversed against accumulated depreciation. In the event of lease abandonment, the carrying amount of the related right-of-use asset is impaired to the recoverable amounts.

lease liabilities

Lease liabilities include the net present value of the following components:

- fixed payments excluding lease incentive received;
- future contractually agreed fixed increases;
- payments related to renewals or early termination, in case options to renew or for early termination are reasonably certain to be exercised.

The lease payments are discounted using the interest rate implicit in the lease. If this rate cannot be determined, the lessee's incremental borrowing rate is used, being the rate that the lessee would have to pay to borrow the funds necessary to obtain an asset of similar value in a similar economic environment with similar terms and conditions. The discount rate that is used to calculate the present value reflects the interest rate applicable to the lease at inception of the contract. Lease contracts entered into in a currency different than the local functional currency are subject to periodically foreign currency revaluations, which are recognized in the income statement in net finance costs.

The lease liabilities are subsequently increased by the interest costs on the lease liabilities and decreased by lease payments made.

9 revenue recognition

Revenue comprises the expected consideration for services rendered during the year to third parties and is recognized when control of the promised service is transferred to the third party (e.g., the client). A performance obligation is a promise in a contract to transfer a distinct service to the client. When the outcome of the contract cannot be measured reliably, revenue is recognized only to the extent that expenses incurred are eligible to be recovered. No revenue is recognized if it does not satisfy the "highly probable criteria".

Revenue from temporary placements is recognized over time and includes the amounts received or receivable for the services delivered by candidates placed, including their salary and salary-related employment costs (gross basis). These revenues are generally based on the number of hours worked by these candidates. The salary and salary-related employment costs of these candidates are reported under cost of services. Revenue from services rendered is recognized in the income statement in proportion to the progress in execution of the contract as of the balance sheet date. Progress in execution of the contract is measured on the basis of costs (mainly hours) incurred to date as a percentage of total estimated costs for each contract.

Revenue from permanent placements includes the fee received or receivable for the services provided. This fee is generally a percentage of the remuneration package of the candidate placed (net basis). The revenue of these permanent placements is recognized at a point in time on completion of the service when the performance obligations are fulfilled, being, in principle, the start date of the candidate placed. For 'retained assignments', revenue is recognized upon the completion of certain pre-agreed stages of the service, for which the fee is non-refundable. Allowances are established to estimate losses due to candidates placed who do not remain employed during the agreed guarantee period.

For the job posting and résumé services of Monster Worldwide Inc., revenue is recognized over time based on (statistical) usage during the term of the contract, based on the specific underlying elements of the contract and service.

For outplacement services, revenue is recognized over time as we provide the outplacement service, and revenue is generally based on the progress in execution of the contract measured in terms of hours of service.

For our activities as managed services provider, revenue is recognized over time and mainly based on the underlying volume of the contingent workforce.

For our recruitment process outsourcing services, revenue is recognized either at a point in time if we have agreed a fee per placement or over time if we have agreed a fee for managing the recruitment process during a certain period.

In situations where the Group is the principal in a transaction and thus controls a promised service before transferring that service to the client, the transaction is recorded gross in the statement of comprehensive income (such as in the case of temporary placements). When the Group acts as an agent and thus only arranges for another party to provide a service to the client, revenue is reported on a net basis (such as in cases where the Group acts as a managed services provider). When it is initially not fully clear whether or not Randstad controls the service, we use the following indicators to determine whether we control the service:

- Randstad has the primary responsibility for the service meeting client expectations;
- Randstad is directly involved in the selection of candidates to perform the services to a client;
- Randstad is the employer and bears the associated risk (such as idle time, sickness, disability);
- Randstad has procurement risk;
- Randstad has pricing latitude, meaning Randstad has the discretion to establish the price for a service.

9.1 revenue disaggregation

Our service concepts are grouped into revenue categories, being 'Staffing', 'Inhouse', and 'Professionals' (conducted under the responsibility of a country manager on a country-by-country basis), and Global Businesses (conducted on a worldwide basis with separate global leadership). Within all Randstad's revenue categories and in all parts of the world, both temporary and permanent placements are in principle undertaken and executed by the same team of employees. For a more detailed description of Randstad's services, see the section 'our strong foundation'.

The disaggregation of revenues (excluding intersegment revenue) for the categories Staffing, Inhouse and Professionals is shown in the table below.

Revenue of permanent placements in the categories Staffing, Inhouse, and Professionals amounted to € 734 million (2021: € 542 million). Revenue of recruitment process outsourcing within Global Businesses amounted to € 453 million (2021: € 253 million).

disaggregation of revenues by category

	staffing		inhouse		professionals		total	
	2022	2021	2022	2021	2022	2021	2022	2021
North America	1,908	1,677	1,281	1,072	2,308	1,809	5,497	4,558
France	1,963	1,886	877	818	1,076	921	3,916	3,625
Netherlands	1,572	1,633	1,311	1,215	643	565	3,526	3,413
Italy	1,633	1,480	554	467	44	31	2,231	1,978
Germany	954	969	731	606	329	320	2,014	1,895
Belgium & Luxembourg	969	939	496	472	216	189	1,681	1,600
Iberia	1,204	1,123	351	318	66	61	1,621	1,502
Other European countries	808	809	907	774	800	742	2,515	2,325
Rest of the world	1,837	1,690	303	200	853	614	2,993	2,504
	12,848	12,206	6,811	5,942	6,335	5,252	25,994	23,400
Global businesses	-	-	-	-	-	-	1,574	1,235
Third-party revenue	12,848	12,206	6,811	5,942	6,335	5,252	27,568	24,635

10 segment reporting

Segments include 'geographical areas' and Global Businesses, and are reported in a manner consistent with internal management reporting provided to the Executive Board.

The Global Businesses segment consists of Monster, Randstad Sourceright, RiseSmart, and twago.

'Corporate' is also included in the disclosures on segments, and represents the unallocated part of assets and liabilities of holding activities, as well as the income and expenses of holding activities; the latter net after management and other charges to geographical areas and Global Businesses.

10.1 income statement

segmentation income statement

	revenue 2022			revenue 2021			gross profit		operating profit	
	total	intersegment	third party	total	intersegment	third party	2022	2021	2022	2021
North America	5,497	-	5,497	4,560	(2)	4,558	1,336	1,035	327	227
France	3,917	(1)	3,916	3,625	-	3,625	694	641	194	160
Netherlands	3,534	(8)	3,526	3,421	(8)	3,413	629	631	213	229
Italy	2,231	-	2,231	1,979	(1)	1,978	363	296	161	118
Germany	2,014	-	2,014	1,895	-	1,895	365	367	36	56
Belgium & Luxembourg	1,684	(3)	1,681	1,605	(5)	1,600	336	312	68	89
Iberia	1,625	(4)	1,621	1,504	(2)	1,502	251	214	93	83
Other European countries	2,536	(21)	2,515	2,345	(20)	2,325	431	381	83	67
Rest of the world	2,998	(5)	2,993	2,507	(3)	2,504	553	452	121	114
Global Businesses	1,588	(14)	1,574	1,248	(13)	1,235	801	575	13	17
Corporate	-	-	-	-	-	-	-	-	(172)	(127)
Elimination	(56)	56	-	(54)	54	-	(8)	(8)	-	-
Total	27,568	-	27,568	24,635	-	24,635	5,751	4,896	1,137	1,033

segmentation income statement

	amortization and impairment of acquisition-related intangibles and goodwill		EBITA[1]		depreciation/amortization and impairment of property, plant, equipment, and software		depreciation and impairment of right-of-use assets		EBITDA	
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
North America	11	3	338	230	18	20	23	23	379	273
France	4	36	198	196	19	14	33	34	250	244
Netherlands	-	4	213	233	9	9	23	24	245	266
Italy	-	1	161	119	6	8	9	9	176	136
Germany	1	1	37	57	3	11	21	21	61	89
Belgium & Luxembourg	4	-	72	89	3	3	20	17	95	109
Iberia	-	-	93	83	3	3	10	9	106	95
Other European countries	-	1	83	68	5	4	16	15	104	87
Rest of the world	7	5	128	119	7	14	24	23	159	156
Global Businesses	-	2	13	19	31	25	3	17	47	61
Corporate	-	-	(172)	(127)	17	23	-	-	(155)	(104)
Total	27	53	1,164	1,086	121	134	182	192	1,467	1,412

1 Operating profit before amortization and impairment of acquisition-related intangible assets and goodwill.

10.2 statement of financial position

10.2.1 total assets

Assets by segment include total assets excluding deferred income tax assets, current income tax receivables, associates, equity investments, interest receivable, and cash and cash equivalents.

total assets

	2022	2021
Total assets	11,109	11,040
Less:		
Deferred income tax assets	633	619
Associates	3	2
Equity investments	38	51
Interest receivable	4	4
Plan assets defined benefit pension plan	3	5
Current income tax receivables	116	77
Cash and cash equivalents	274	859
Assets by segment	10,038	9,423

10.2.2 financial position

segmentation statement of financial position

	property, plant, equipment and software		right-of-use assets		goodwill		acquisition-related intangible assets		loans and receivables		operating working capital assets		total assets	
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
North America	43	44	56	57	687	651	32	40	2	2	874	896	1,694	1,690
France	29	33	112	111	538	515	15	-	139	138	787	718	1,620	1,515
Netherlands	37	33	50	48	855	855	-	-	-	-	553	529	1,495	1,465
Italy	10	10	44	25	59	59	-	-	-	-	505	472	618	566
Germany	11	10	63	71	290	290	-	1	-	-	414	409	778	781
Belgium & Luxembourg	7	8	69	70	169	181	12	-	-	-	317	334	574	593
Iberia	7	6	22	20	3	1	1	-	-	-	364	349	397	376
Other European countries	9	10	38	42	212	221	-	-	-	-	568	500	827	773
Rest of the world	22	20	63	55	193	148	84	-	-	-	480	414	842	637
Global Businesses	68	64	7	8	130	126	-	-	16	14	940	776	1,161	988
Corporate	27	25	-	-	-	-	-	-	-	-	143	170	170	195
Eliminations	-	-	-	-	-	-	-	-	-	-	(138)	(156)	(138)	(156)
Total	270	263	524	507	3,136	3,047	144	41	157	154	5,807	5,411	10,038	9,423

10.3 segmentation of additions

segmentation of additions

	property, plant, equipment		software		right-of-use assets		acquisition-related intangible assets and goodwill		sum of additions	
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
North America	14	21	3	3	17	22	-	105	34	151
France	7	7	7	5	27	14	42	-	83	26
Netherlands	10	6	3	-	18	10	-	-	31	16
Italy	4	3	1	1	9	5	-	-	14	9
Germany	5	7	-	1	12	42	-	-	17	50
Belgium & Luxembourg	3	2	-	-	19	15	6	25	28	42
Iberia	4	3	-	-	6	2	3	-	13	5
Other European countries	3	3	-	1	12	14	-	-	15	18
Rest of the world	10	8	-	5	13	21	152	-	175	34
Global Businesses	2	4	35	29	2	4	-	-	39	37
Corporate	-	1	18	22	-	-	-	-	18	23
Total	62	65	67	67	135	149	203	130	467	411

11 business combinations

11.1 information about acquisitions

During 2022 and 2021, the Group acquired 100% of the shares of the following companies:

business combinations

company	acquisition date
2022	
Avanzo Learning Process S.A.U. (Spain)	March 25, 2022
Side (France)	May 12, 2022
Finite Group (Australia)	September 2, 2022
2021	
Cella, Inc. (USA)	September 30, 2021
Hudson Benelux (Belgium)	December 9, 2021

In 2022, the Group acquired 100% of the shares of Avanzo, a company based in Spain, an expert in training and development solutions. The Group also acquired 100% of the shares of Side, a company based in France, a leading end-to-end digital staffing platform, as well as 100% of the shares of the Finite group, a group based in Australia and New Zealand, with main activities in HR consulting. The total amount of goodwill recorded for these acquisitions is not expected to be deductible for corporate tax purposes.

In 2021, the Group acquired 100% of the shares of Cella, Inc, a company based in the USA, with main activities in staffing, managed solutions and consulting, as well as 100% of the shares of Hudson Benelux, a group based in the Benelux countries, with main activities in technology recruitment, IT consulting and a broad array of IT & Digital professional services.

The acquisitions made in 2022 and 2021 are in line with Randstad's mid- to long-term strategy to grow in specialist activities and to strengthen our market position in certain markets and/or countries.

The fair value of the assets and liabilities arising from the above-mentioned acquisitions, based on (provisional) purchase price allocations, can be summarized as follows:

summary of assets and liabilities from acquisitions and the reconciliation of cash flow from acquisitions

	finite group	other	total 2022	total 2021
Property, plant, equipment and software	-	-	-	1
Right of use assets	3	-	3	4
Acquisition-related intangible assets	97	37	134	39
Deferred tax assets	1	2	3	1
Total non-current assets	101	39	140	45
Working capital	11	(6)	5	(1)
Lease liabilities	3	-	3	7
Provisions and employee benefit obligations	-	-	-	6
Deferred income tax liabilities	36	10	46	12
Total non-current liabilities	39	10	49	25
Net assets acquired	73	23	96	19
Goodwill	55	14	69	91
Total consideration	128	37	165	110
Net debt/ (cash) acquired included in working capital	12	(3)	9	16
Net debt/(cash) acquired	12	(3)	9	16
Consideration, adjusted for net debt/(cash) acquired	140	34	174	126
Deferred compensation on acquisitions	-	(9)	(9)	(2)
Consideration paid in respect of acquisitions in preceding years	-	5	5	2
Consideration paid	140	30	170	126
Acquisition of subsidiaries, statement of cash flows	140	30	170	126

In 2022, the Group finalized the purchase price allocation of the acquisition of Cella, Inc, with no adjustment to the provisional purchase price allocation performed in 2021.

In 2022, the Group also finalized the purchase price allocation of the acquisition of Hudson Benelux. The adjustment to the provisional purchase price allocation performed in 2021 resulted in a decrease of € 11 million to the goodwill and an increase of € 17 million to the acquisition-related intangibles.

In 2021, the Group finalized the purchase price allocation of the acquisition of the Mühlenhoff + Partner Group, with no adjustment to the provisional purchase price allocation performed in 2020. The amount involved in the acquisition of the Mühlenhoff + Partner Group in 2020 was neither considered material in relation to the total consideration nor in relation to the total goodwill, as it was acquired at a net cash outlay of zero, with net assets acquired amounting to € 2 million, which was based on the provisional purchase price allocation.

The contribution of the acquired companies in 2022 to the Group's revenue was € 129 million and to the Group's EBITA € (14) million. If these companies had been acquired on January 1, 2022, the estimated additional contribution to revenue and EBITA would have been € 331 million and € (1) million respectively.

The contribution of the Finite group in 2022 to the Group's revenue was € 109 million and to the Group's EBITA € (12) million. If Finite had been acquired on January 1, 2022, the estimated additional contribution to revenue and EBITA would have been € 302 million and € 1 million respectively.

See note 5 for further information.

accounting policy

The Group uses the acquisition method to account for the acquisition of subsidiaries.

Goodwill at acquisition date is measured as:

- the fair value of the consideration transferred, being the fair value of the assets given and liabilities incurred or assumed; plus
- the recognized amount of any non-controlling interests in the acquiree; plus
- the fair value of any previous equity interests in the acquiree (if the business combination is achieved in stages); less
- the fair value of the identifiable assets acquired and liabilities assumed (including contingent liabilities).

When this difference is negative ('negative goodwill' or badwill), this amount is recognized directly in total operating expenses.

All considerations transferred to acquire a business are recorded at fair value as at the acquisition date; subsequent changes to the fair value of the contingent considerations classified as debt are recognized as expenses or income.

The Group recognizes any non-controlling interest in the acquiree on an acquisition-by-acquisition basis, either at fair value or at the non-controlling interest's proportionate share of the recognized amounts of the acquiree's identifiable net assets.

All acquisition-related costs are expensed and included in other general and administrative expenses.

11.2 information about disposals

In 2022, the Group disposed of subsidiaries/activities in Japan.

reconciliation of cash flow from disposals

	2022	2021
Property, plant and equipment, right-of-use assets and software	-	1
Goodwill and acquisition-related intangible assets	-	-
Total non-current assets	-	1
Working capital	-	7
Lease liabilities	-	1
Provisions	-	5
Assets and liabilities in disposed subsidiaries/activities	-	2
Translation differences reclassified to income statement	-	-
Net assets disposed after reclassification of translation differences	-	2
Loss on disposal	(1)	(1)
Consideration (paid) / received	(1)	1
Net cash of disposed subsidiaries/ activities, included in working capital	-	(6)
Disposal of subsidiaries/activities, statement of cash flows	(1)	(5)

In 2021, the Group disposed of subsidiaries/activities in Germany and Switzerland.

accounting policy

Upon disposal of a subsidiary, the gain or loss upon disposal is included in other general and administrative expenses. See note 5 for further information.

12 earnings per ordinary share

	2022	2021
Net income	929	768
Net income attributable to holders of ordinary shares	921	760
Numbers of ordinary shares (in millions)		
Weighted average number of ordinary shares outstanding	182.8	183.8
Dilutive effect of share-based compensation arrangements	0.7	1.4
Weighted average number of diluted ordinary shares outstanding	183.5	185.2
Earnings per ordinary share (in €)		
Basic earnings per ordinary share	5.04	4.13
Diluted earnings per ordinary share	5.02	4.10

Basic earnings per ordinary share are calculated by dividing net income attributable to the holders of ordinary shares by the weighted average number of ordinary shares outstanding during the year. The issued number of ordinary shares is adjusted for ordinary shares purchased by Randstad N.V., which are held as treasury shares.

Diluted earnings per ordinary share are calculated by adjusting the weighted average number of ordinary shares outstanding, assuming conversion of all dilutive potential ordinary shares. The dilutive potential ordinary shares arise from various share-based compensation arrangements.

notes to the consolidated income statement.

13 cost of services and total operating expenses

13.1 cost of services

Cost of services comprises expenses directly attributable to revenue. These costs mainly include expenses related to people placed by Randstad, such as wages, salaries, and social charges.

cost of services

	2022	2021
Wages and salaries	17,599	15,923
Social security charges	3,205	2,931
Pension charges - defined contribution plans	190	156
Pension charges - defined benefit plans	9	10
Other post-employment benefit plans charges	12	20
Other long-term employee benefits	3	3
Wages, salaries, social security and pension charges	21,018	19,043
Depreciation of property, plant and equipment	2	1
Depreciation of right-of-use assets	19	20
Other cost of services	778	675
Total cost of services	21,817	19,739

Other costs of services includes travel related costs of € 314 million (2021: € 276 million) and training related costs of € 147 million (2021: € 135 million).

13.2 operating expenses

Operating expenses are classified based on the functional model and are recognized in the year to which they relate. In 2021, the operating expenses include other income of € 35 million relating to a gain on the sale of an associate see note 22.

13.2.1 selling expenses

Selling expenses comprise personnel and accommodation expenses in relation to operational activities at the outlets, advertising and marketing, and other selling expenses.

Selling expenses include an amount of € 7 million (2021: € 0 million) related to impairment losses on trade receivables, as well as debt collection costs.

13.2.2 general and administrative expenses

General and administrative expenses comprise personnel and accommodation expenses of head offices, IT expenses, other general and administrative expenses, as well as the amortization and impairment of acquisition-related intangible assets and goodwill.

Other general and administrative expenses include:
- foreign exchange gain of € 1 million (2021: loss of € 1 million);
- a loss on the sale of property, plant and equipment of € 1 million (2021: € 1 million);
- acquisition-related expenses for acquired companies/ activities of € 3 million (2021: € 2 million);
- an impairment of € 15 million on software (2021: € 26 million).

13.2.3 total operating expenses by nature

total operating expenses by nature

	2022	2021
Wages and salaries	2,689	2,186
Social security charges	449	388
Pension charges - defined contribution plans	51	43
Pension charges - defined benefit plans	13	9
Other post-employment benefit plans charges	1	1
Other long-term employee benefits	13	9
Share-based compensations	49	44
Wages, salaries, social security and pension charges	3,265	2,680
Other personnel expenses	200	155
Personnel expenses	3,465	2,835
Depreciation and impairment of property, plant and equipment	54	52
Amortization and impairment of software	65	81
Depreciation and impairment of right-of-use assets	163	172
Advertising and marketing	225	183
Accommodation	65	59
Other	550	463
Other income	-	(35)
Operating expenses	4,587	3,810
Amortization and impairment of acquisition-related intangible assets and goodwill	27	53
Total operating expenses	4,614	3,863

Included in wages and salaries are restructuring related expenses for € 45 million (2021: € 20 million). Included in Other are IT-related costs of € 353 million (2021: € 294 million). Other income of last year relates to the gain on disposal of associates. See note 22.

notes to the consolidated income statement.

13.3 depreciation, amortization and impairment of property, plant, equipment, software and right-of-use assets

	2022	2021
Depreciation of buildings	1	1
Depreciation of computer hardware	21	20
Depreciation of leasehold improvements and furniture and fixtures	34	32
Impairment of leasehold improvements	-	-
Depreciation and impairment of property, plant and equipment	56	53
Amortization of software	50	55
Impairment of software	15	26
Amortization and impairment of software	65	81
Depreciation and impairment of property, plant, equipment and software	121	134
Depreciation of right-of-use buildings	126	133
Depreciation of right-of-use cars	47	45
Depreciation of right-of-use IT and other equipment	3	3
Impairment of right-of-use buildings	6	11
Depreciation and impairment of right-of-use assets	182	192
Depreciation and impairment of property, plant, equipment, software and right-of-use assets	303	326

depreciation and impairment of property, plant, equipment, and software

	2022	2021
Included in:		
Cost of services	2	1
Selling expenses	19	20
General and administrative expenses	100	113
	121	134

depreciation and impairment of right-of-use assets

	2022	2021
Included in:		
Cost of services	19	20
Selling expenses	134	136
General and administrative expenses	29	36
	182	192

depreciation and impairment of property, plant, equipment, software and right-of-use assets

	2022	2021
Included in:		
Cost of services	21	21
Selling expenses	153	156
General and administrative expenses	129	149
	303	326

13.4 amortization and impairment of acquisition-related intangible assets and goodwill

amortization and impairment of acquisition-related intangible assets and goodwill

	2022	2021
Amortization of acquisition-related intangible assets	27	51
Impairment of goodwill and acquisition-related intangible assets	-	2
	27	53

For impairment of goodwill, see note 5.

13.5 grants and government support

Grants are recognized when there is reasonable assurance that they will be received and that the Group will comply with the conditions attached to them.

Grants that compensate for expenses incurred are credited to operating expenses and/or cost of services on a systematic basis in the same period in which the expenses are incurred.

Grants included in operating profit amount to € 42 million (2021: € 38 million), of which € 37 million (2021: € 34 million) is reported under cost of services. These grants mainly relate to the compensation (in whole or in part) of talent training costs and costs related to employing selected talent categories.

notes to the consolidated income statement.

14 total wages and salaries, social security, pension charges and other

Wages, salaries, social security charges, pension charges and other are included in cost of services when they relate to candidates placed and in personnel expenses when they relate to corporate employees.

total amounts of wages and salaries, social security, pension charges and other

	2022	2021
Wages and salaries	20,288	18,109
Social security charges	3,654	3,319
Pension charges - defined contribution plans	241	199
Pension charges - defined benefit plans	22	19
Other post-employment benefit plans charges	13	21
Other long-term employee benefits	16	12
Share-based compensations	49	44
	24,283	21,723

15 net finance costs

Net finance costs comprise interest expenses and interest income, as well as items similar to interest and exchange differences on cash, cash equivalents, and borrowings. Interest expenses and income are recognized in the income statement on a time-proportion basis, using the effective interest method. Interest due to the passage of time of loans and receivables (including net investments in subleases), deferred considerations and lease liabilities, as well as interest due to passage of time in relation to the valuation of certain provisions and employee benefit obligations, are also included in net finance costs. Changes in the value of deferred considerations and differences upon settlement of these deferred considerations (see note 25), as well as dividend paid to non-controlling interests classified as other liabilities, are also reported under net finance costs.

net finance costs

	2022	2021
Finance income		
Interest and similar income	9	6
Changes in value of other liabilities[1]	-	-
Interest due to passage of time[1]	4	4
Interest due to passege to time for net investments in subleases[1]	-	-
Foreign exchange gains, net[1]	17	2
	30	12
Finance expenses		
Interest and similar expenses	10	11
Interest and commitment fees on non-current borrowings	10	4
Amortization of transaction cost non-current borrowings[1]	1	-
Result on net monetary position[1]	3	1
Interest due to passage of time[1]	3	1
Interest due to passage of time for lease liabilities[1]	15	11
Foreign exchange losses, net[1]	-	-
	42	28
Net finance costs	12	16

1 Items considered non-cash.

net finance costs, statement of cash flows

	2022	2021
Finance income	30	12
Deduct: non-cash items	21	6
Cash items	9	6
Change in interest receivable	-	-
Finance income, cash	9	6
Finance expenses	42	28
Deduct: non-cash items	22	13
Cash items	20	15
Change in interest payable	4	(2)
Finance expenses, cash	24	13
Net finance costs paid, statement of cash flows	15	7

notes to the consolidated income statement.

16 net income

Net income includes foreign exchange gains of € 18 million (2021: € 1 million). For other items included in net income, see note 13.2.

17 total other comprehensive income

	2022	2021
Translation differences	28	100
Tax on translation differences	(21)	(27)
Translation differences, net of taxes	7	73
Items that subsequently may be reclassified to the income statement	7	73
Fair value adjustments of equity investments	(9)	8
Tax on fair value adjustment of equity investments	-	(1)
Remeasurements of post-employment benefits	47	(3)
Tax on remeasurements of post-employment benefits	(11)	1
Items that will never be reclassified to the income statement	27	5
Total other comprehensive income, net of taxes	34	78

notes to the consolidated statement of financial position.

18 property, plant and equipment

	buildings and land	computer hardware	leasehold improvements, furniture and fixtures	total
Balance as at January 1, 2022	14	45	92	151
Movements in 2022				
Additions	-	16	46	62
Disposals	(3)	(2)	(2)	(7)
Depreciation/impairment	(1)	(21)	(34)	(56)
Translation differences	1	2	-	3
Balance as at December 31, 2022	11	40	102	153
Cost	38	178	420	636
Accumulated depreciation and impairment	27	138	318	483
Balance as at December 31, 2022	11	40	102	153
Balance as at January 1, 2021				
Cost	42	225	417	684
Accumulated depreciation and impairment	27	183	335	545
	15	42	82	139
Movements in 2021				
Acquisition of subsidiaries	-	-	1	1
Disposal of subsidiaries	-	-	(1)	(1)
Additions	-	23	42	65
Disposals	-	(2)	(2)	(4)
Depreciation/impairment	(1)	(20)	(32)	(53)
Translation differences	-	2	2	4
Balance as at December 31, 2021	14	45	92	151
Cost	42	218	419	679
Accumulated depreciation and impairment	28	173	327	528
Balance as at December 31, 2021	14	45	92	151

Based on appraisals made by independent and expert appraisers, the estimated fair value of buildings and land is approximately € 22 million higher than the carrying amount (2021: € 20 million higher based on appraisal performed in 2020). The fair value represents the market value, taking into account that the property is in a rented status.

accounting policy

Property, plant and equipment are stated at historical cost less accumulated depreciation and impairment losses. Historical cost includes expenditures that are directly attributable to the acquisition of the assets.

Land is not depreciated. Depreciation on other property, plant and equipment is charged to operating expenses and/or cost of services on a straight-line basis over their estimated useful lives, from the date they are available for use.

The residual values and useful lives are reviewed as at each balance sheet date and adjusted, if appropriate.

Gains and losses arising on disposal are included in the income statement under other general and administrative expenses.

estimated useful lives of property, plant and equipment

on average

	term
Buildings	33 years
Computer hardware	4 years
Leasehold improvements	5 years
Furniture and fixtures	4-5 years

Leasehold improvements are depreciated over the term of the initial lease, in the event that this term is shorter than five years.

Impairments, if any, are mainly caused by the discontinuation of outlets. The net book value of leasehold improvements and other furniture and fixtures is impaired to the recoverable amount, based on each individual case. The recoverable amount tends to be zero.

19 software

software

	2022	2021
Cost	505	496
Accumulated amortization and impairment	393	374
Balance as at January 1	112	122
Additions	67	67
Amortization and impairment	(65)	(81)
Translation differences	3	4
Balance as at December 31	117	112
Cost	528	505
Accumulated amortization and impairment	411	393
Balance as at December 31	117	112

accounting policy

Acquired software (licenses) and developed software are stated at cost less accumulated amortization and impairment losses.

Expenditures in relation to the development of on premise, identifiable and unique software (or significant enhancements to existing on premise software) used by the Group, of which the intellectual property is owned by the Group, for which it is probable that these will generate economic benefits exceeding costs beyond one year, are recognized as developed software and amortized over their estimated useful lives. Capitalized costs include employee costs of software development and third-party expenses.

Expenditures associated with small enhancements or maintenance of software are recognized as an expense when incurred.

Amortization of software applications is charged to operating expenses and/or cost of services on a straight-line basis over the estimated useful lives, from the date they are available for use.

In 2022, we impaired € 15 million (2021: € 26 million).

The residual values and useful lives are reviewed as at each balance sheet date and adjusted, if appropriate.

Internally developed software and purchased software are amortized on a straight-line basis over the useful lives of 3 to 5 years or, in the case of licenses, if the license period is shorter than 3 years, over this shorter period.

Impairments, if any, are mainly caused by the discontinuation of software applications. The net book value of software is impaired to its recoverable amount, which tends to be zero, based on each individual case.

net additions to property, plant and equipment, and software, statement of cash flows

	2022	2021
Additions		
Property, plant and equipment	(62)	(65)
Software	(67)	(67)
	(129)	(132)
Disposals		
Proceeds property, plant and equipment	6	3
Loss	1	1
	7	4
Statement of cash flows	(122)	(128)

notes to the consolidated statement of financial position.

20 acquisition-related intangible assets

	client relationships	brand names	talent profiles	technology	total
Balance as at January 1, 2022	28	10	3	-	41
Movements in 2022					
Acquisition of subsidiaries	83	38	2	11	134
Amortization and impairment	(15)	(6)	(3)	(3)	(27)
Translation differences	(4)	(1)	1	-	(4)
Balance as at December 31, 2022	92	41	3	8	144
Cost	117	47	6	11	181
Accumulated amortization and impairment	25	6	3	3	37
Balance as at December 31, 2022	92	41	3	8	144
Balance as at January 1, 2021					
Cost	269	15	1	14	299
Accumulated amortization and impairment	222	12	-	12	246
	47	3	1	2	53
Movements in 2021					
Acquisition of subsidiaries	25	10	4	-	39
Amortization and impairment	(45)	(3)	(1)	(2)	(51)
Translation differences	1	-	(1)	-	-
Balance as at December 31, 2021	28	10	3	-	41
Cost	37	10	4	-	51
Accumulated amortization and impairment	9	-	1	-	10
Balance as at December 31, 2021	28	10	3	-	41

accounting policy

Acquisition-related intangible assets (client relationships (including franchise agreements), brand names, talent profiles and developed technology) that are acquired by the Group are stated at cost less accumulated amortization and impairment losses.

When an intangible asset is acquired in a business combination, its cost is the fair value at the date of its acquisition. This cost is determined on a basis that reflects an amount that the entity would have paid for the asset in an arm's length transaction between knowledgeable and willing parties, based on the best information available. If the fair value cannot be measured reliably, the asset is not recognized as a separate intangible asset, but is included in goodwill.

Amortization of acquisition-related intangible assets is charged to total operating expenses on a straight-line basis over their estimated useful lives, from the date they are available for use. If the asset is fully amortized, the at cost value is reversed against accumulated amortization.

The residual values and useful lives are reviewed as at each balance sheet date and adjusted, if appropriate.

The estimated useful life of client relationships is 4 to 8 years, of brand names 1 to 10 years, of talent profiles 2 to 3 years, and of technology 5 to 6 years.

Technology relates to the software platforms acquired in acquisitions and in use as an integral part of our business activities.

Impairments, if any, can be the result of either the evidence that the assumptions for determining the estimated useful lives are incorrect or the annual impairment test of the cash-generating unit (or operating segment) to which the acquisition-related intangible assets are related.

21 financial assets

Investments in financial assets are divided into various categories. Classification of these investments depends on the purposes for which the investments have been acquired. Management determines the classification at the time of the purchase and re-evaluates such designation at each subsequent balance sheet date.

Purchase and sale of financial assets are recognized on the settlement date, which is the date an asset is delivered to or by the Group. The cost of financial assets includes transaction costs.

financial assets

	2022	2021
Loans and receivables	143	142
Equity investments	38	51
Financial assets	181	193

21.1 loans and receivables

	2022	2021
Loans	132	131
Net investments in subleases	11	11
Loans and receivables	143	142

Loans and receivables are initially recognized at fair value and subsequently measured at amortized cost, using the effective interest method.

Loans and receivables are neither past due nor impaired.

Loans have counterparties such as governmental or semi-governmental bodies and relate to our French subsidiaries.

Net investments in subleases comprise receivables originating from sublease contracts in respect of right-of-use buildings in which the Group is an intermediate lessor. These sublease contracts qualify as finance lease under IFRS 16.

The Group does not hold any collateral as security.

Loans and receivables are hold-to-collect contractual cash flows. In determining expected credit losses (ECL) and in estimating the probability of default of these loans and receivables over a 12-month ECL period, the Group has taken into account factors such as historical default experiences, the counterparties involved, and various other (external) sources of actual and forecast economic information. The Group did not observe any major change in risk compared to the prior year. No allowance for expected credit losses has been included for these loans and receivables, as the default risk is estimated to be zero.

21.1.1 loans

loans

	2022	2021
Balance as at January 1	138	135
Additions at fair value	5	8
Redemptions	(8)	(9)
Interest due to passage of time	4	4
Balance as at December 31	139	138
Non-current part	132	131
Current part	7	7
Balance as at December 31	139	138

Loans represent loans that are granted by the Group's subsidiaries in France each year to French public housing agencies in relation to legal arrangements for payment of certain social security charges. These annual loans are interest-free and have a repayment term of 20 years each. These investments have an average remaining term of 11 years (2021: 11 years) and an effective interest rate of 2.6% (2021: 2.8%). The nominal value of these loans amounts to € 171 million (2021: € 168 million) and best represents the maximum exposure to credit risk. As at December 31, 2022, the fair value was approximately € 7 million lower than the carrying amount (2021: € 33 million higher).

The difference between additions at nominal value of € 10 million (2021: € 9 million) and at fair value is recognized in cost of services, and amounts to € 5 million (2021: € 1 million).

notes to the consolidated statement of financial position.

21.1.2 net investments in subleases

	2022	2021
Balance as at January 1	16	17
Additions at fair value	6	3
Redemptions	(6)	(5)
Translation differences	2	1
Balance as at December 31	18	16
Non-current part	11	11
Current part	7	5
Balance as at December 31	18	16

accounting policy

The Group subleases some of its right-of-use assets. In these instances, the Group is an intermediate lessor. Most of the Group's sublease arrangements are classified as finance leases under IFRS 16. The classification of finance sublease is satisfied when substantially all the risk and rewards incidental to the underlying right-of-use assets arising from the head lease have been transferred. Sublease contracts with the classification of financial leases are recognized as a net investment in sublease, which is presented as a financial asset. The carrying amount of the underlying right-of-use asset is derecognized. The net investments in subleases are measured at the present value of the (future) lease receipts, discounted using our incremental borrowing rate at commencement date of the sublease. Sublease contracts with the classification of operating leases result in sublease income being recognized periodically during the sub-rental period. Operating subleases have no impact on the right-of-use asset measurement.

The maturity of net investments in subleases is set out in the table below, showing the undiscounted lease amounts to be received after the balance sheet date.

The nominal value of the net investments in subleases amounts to € 19 million (2021: € 17 million), which best represents the maximum exposure to credit risk. As at December 31, 2022 and 2021, the carrying amount equaled the fair value.

maturity of net investments in subleases

	2022	2021
year 1	8	5
year 2 -5	11	12
Undiscounted lease amounts to be received	19	17
Unearned finance income	(1)	(1)
Present value of lease amounts to be received	18	16
Balance as at December 31	18	16

21.1.3 impairment of financial assets

The carrying amounts of loans and receivables are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount is impaired. If objective evidence exists that a financial asset or group of financial assets is impaired, the amount of the impairment loss is calculated as the difference between the carrying amount of the financial asset and the present value of estimated future cash flows, discounted at the original effective interest rate (i.e., the effective interest rate computed at initial recognition of these financial assets). The resulting impairment loss is immediately recognized in net finance costs.

An impairment loss on financial assets is reversed if, in a subsequent period, the amount of the impairment loss decreases and this decrease can be related objectively to an event occurring after the impairment loss was recognized. Such reversal is immediately recognized in net finance costs.

21.2 equity investments

equity investments

	2022	2021
Balance as at January 1	51	37
Fair value adjustments	(9)	8
Additions	1	7
Disposals	(5)	(1)
Balance as at December 31	38	51

Equity investments are minority participations in early-stage to expansion-stage companies that are considered strategically relevant to Randstad. The typical investment amounts range between € 2 million and € 5 million. The Group has no significant influence over these investments. These investments are qualified as 'fair-value through other

comprehensive income' investments, and if no reliable fair-value measurements are available, valued at cost. All investments are in principle considered non-current.

The fair value of the investments have decreased by € 9 million (2021: increased by € 8 million). This was based on share transactions and other market information. During the year 2022, the Group divested some of its minority participations. These divestments had a carrying amount of € 5 million (2021: € 1 million).

22 associates

As at December 31, 2022, the Group had investments in associates of € 3 million (2021: € 2 million). The total assets and liabilities of associates amounted to approximately € 8 million and € 4 million respectively as at December 31, 2022 (2021: € 9 million and € 4 million respectively). Total revenue in 2022 amounted to € 46 million (2021: € 44 million).

Our share in profit was € 1 million (2021: € 1 million).

In 2021, the Group disposed of its 16.66% shareholding in Alma Career OY, Finland at a consideration of € 58 million, resulting in a gain of € 35 million (the gain is reported under other income in the operating expenses), based on a net asset value of this associate at the moment of disposal to the amount of € 23 million.

associates

	2022	2021
Balance as at January 1	2	25
Share in profit	1	1
Disposals	-	(23)
Dividend	(1)	-
Translation differences	1	(1)
Balance as at December 31	3	2

accounting policy

Associates are companies over which the Group has significant influence, but not control, generally accompanying a shareholding of between 20% and 50% of the voting rights.

Investments in associates are accounted for using the equity method and are initially recognized at cost. The Group's investment in associates includes goodwill on acquisition, net of any accumulated impairment losses.

The Group's share of the post-acquisition profits and losses of the associates is recognized as share in results of associates, and its share of post-acquisition movements in other comprehensive income of the associates is recognized in other comprehensive income, with a corresponding effect on the carrying amount of the associate.

23 total equity and dividends per share

23.1 shareholders' equity

23.1.1 authorized and issued capital

Authorized capital is € 106 million (2021: € 106 million) and consists of 350,000,000 (2021: 350,000,000) ordinary shares with a nominal value of € 0.10, a further 106,000 (2021: 106,000) type-A preference shares with a nominal value of € 500, 30,000,000 (2021: 30,000,000) type-B preference shares with a nominal value of € 0.10, and 150,000,000 (2021: 150,000,000) type-C preference shares with a nominal value of € 0.10.

At year-end, issued share capital consists of 183,959,312 ordinary shares (2021: 183,959.312), 25,200,000 type-B preference shares (2021: 25,200,000), and 50,130,352 (2021: 50,130,352) type-C preference shares.

For information regarding the rights, preferences and restrictions on each type of share, see 'voting rights' under corporate governance (see page 160).

The current conditions of the preference shares are such that the holders of these shares receive a dividend at the company's discretion, which dividend is preferred and cumulative, and that the voting rights are one vote per 7 type-B preference shares, and one vote for each € 25 capital payment for type-C preference shares, resulting in 0.1117 vote per share on average.

The dividend on preference shares type-B and type-C is reviewed every seven years. In November 2019, the dividend on type-B and type-C was reset. The dividend for preference shares type-B was set at 2% of the capital contribution. The dividend on type-C preference shares was set at 3.5% of the capital contribution. The next review

of the dividend will take place in November 2026. Only the Executive Board can propose to the Annual General Meeting of Shareholders to decide that preference shares be repaid.

number of outstanding ordinary and preference shares

(x 1,000)

	2022		2021	
	ordinary shares	preference shares	ordinary shares	preference shares
January 1	183,959	75,330	183,304	75,330
From share-based compensation arrangements	-	-	655	-
December 31	183,959	75,330	183,959	75,330

Ordinary and preference shares are classified as equity. The distribution of the dividend on ordinary and preference shares is recognized as a liability in the period in which these dividends are adopted by the company's shareholders.

accounting policy

On the issue of new shares or on the extension of the term of preference shares outstanding, the proceeds less directly attributable costs are recognized in shareholders' equity within issued capital and, if applicable, within share premium.

On the purchase of ordinary shares that are included in shareholders' equity, the consideration paid, including directly attributable costs, is recorded as a change in shareholders' equity. Purchased ordinary shares are classified as treasury shares and presented as a deduction from shareholders' equity under reserves.

On the sale (or re-issue) of treasury shares, the proceeds less directly attributable costs are recognized under treasury shares for the original consideration paid; the remainder is recognized as a change in retained earnings.

As at December 31, 2022, the company held 1,294,504 treasury shares (December 31, 2021: 907,523).

23.1.2 share premium

At year-end, share premium consists of € 2,032 million share premium on ordinary shares (2021: € 2,025 million) and € 298 million share premium on preference shares (2021: € 298 million).

Stichting Randstad Optiefonds, in its capacity of shareholder of the company, has delivered 144,630 Randstad shares to the company by way of share contribution amounting to € 7,3 million. These shares were subsequently delivered to the employees of the company as part of the share purchase plan (see note 29.2).

23.1.3 translation reserve

The translation reserve comprises all translation differences arising from the translation of the net investment in activities in currencies other than the euro, as well as translation differences of financial liabilities designated as hedges of such investments, to the extent that the hedge is effective. Such translation differences are recognized initially in other comprehensive income and presented in this separate component of shareholders' equity. If the net investment is disposed of, these translation differences are recognized in the statement of comprehensive income. The translation reserve also includes the tax effect on translation differences.

23.1.4 share-based compensations reserve

The share-based compensations reserve comprises the value of vested rights in respect of share-based compensation arrangements as far as stock options have not been exercised or performance shares have not been allocated.

The company has various share-based compensation arrangements. Additional information about these arrangements is given in note 29. The income statement includes an amount of € 49 million (2021: € 44 million) for share-based compensations.

At year-end 2022, 1.8 million performance shares (2021: 1.9 million performance shares) are outstanding. Upon exercise of stock options or allocation of performance shares, this will lead to the issuance of the same number of new ordinary shares or the re-issue of treasury shares.

23.1.5 employee benefits reserve

The employee benefits reserve comprises the cumulative remeasurements of post-employment benefit obligations. The amounts are net of corporate taxes.

notes to the consolidated statement of financial position.

23.1.6 other information

See note 8 to the company financial statements for the restrictions on the distribution of dividends and the repayment of capital.

Additional information about shareholders' equity is included in the consolidated statement of changes in equity.

23.2 dividends on ordinary and preference shares and share buyback

dividends on ordinary and preference shares

	dividend related to		
	2022	2021	2020
Ordinary shares			
Dividend paid during 2021			596
Dividend paid during 2022		914	
Dividend 2022 proposed	521		
Preference shares			
Dividend paid during 2021			8
Dividend paid during 2022		8	
Dividend 2022 proposed	8		
Statement of cash flows		922	604

23.2.1 proposed profit appropriation

At the Annual General Meeting of Shareholders, to be held on March 28, 2023, the Executive Board, with the approval of the Supervisory Board, will propose, in line with our dividend policy, that regular cash dividend of € 2.85 per ordinary share be paid for the year 2022; which represents a payout of 50 % of adjusted net income. For preference shares B and C, it will be proposed by the Executive Board, with the approval of the Supervisory Board, that a dividend of € 3.3 million and € 4.9 million be paid respectively. The difference of € 408 million between the dividend proposed (€ 521 million) and net income for the year (€ 929 million) will be added to retained earnings.

23.2.2 proposed share buyback

The Executive Board with the approval of the Supervisory Board will propose a share buyback of around € 400 million at the annual general meeting of shareholders.

23.3 non-controlling interests

In 2022 and 2021, no transactions took place with non-controlling interests without a change of control.

accounting policy

Non-controlling interests represent the net assets not held by the Group and are presented within total equity in the consolidated balance sheet as a separate category. Profit or loss and each component of other comprehensive income are attributed to the equity holders and to the non-controlling interests.

The Group treats transactions with non-controlling interests as transactions with equity owners of the Group. For acquisitions of non-controlling interests, the difference between any consideration paid and the relevant share acquired of the carrying value of the net assets is recorded in equity. Gains or losses on disposals of non-controlling interests are also recorded in equity as long as control of the subsidiary is maintained.

Additional information about non-controlling interests is included in the consolidated statement of changes in equity.

notes to the consolidated statement of financial position.

24 employee benefit obligations

Employee benefit obligations comprise obligations from defined benefit pension plans, other post-employment benefits, and other long-term employee benefits.

	defined benefit pension plans					
	obligation	plan assets	net	other post-employment benefits	other long-term employee benefits	total
Balance as at January 1, 2022	470	(352)	118	24	65	207
Movements in 2022						
Acquisition of subsidiaries	-	-	-	-	-	-
Current service costs, total	33	-	33	13	16	62
Past service costs, total	(1)	-	(1)	-	-	(1)
Contributions, employees	-	(10)	(10)	-	-	(10)
Contributions, employers	-	(19)	(19)	-	-	(19)
Withdrawals/benefits paid	(35)	33	(2)	(14)	(8)	(24)
Total amount in statement of cash flows	(3)	4	1	(1)	8	8
Remeasurement results	(112)	65	(47)	-	-	(47)
Interest due to passage of time, net	4	(3)	1	-	-	1
Translation differences	5	(5)		(1)	-	(1)
Balance as at December 31, 2022	364	(291)	73	22	73	168
Reclassification of net pension plan assets	(84)	87	3	-	-	3
Balance as at December 31, 2022, after reclass	280	(204)	76	22	73	171
Non-current	280	(204)	76	13	56	145
Current				9	17	26
Balance as at December 31, 2022	280	(204)	76	22	73	171
Balance as at January 1, 2021						
Non-current	445	(334)	111	13	44	168
Current	-	-	-	9	11	20
	445	(334)	111	22	55	188
Movements in 2021						
Acquisition of subsidiaries	-	-	-	-	6	6
Current service costs, total	29	-	29	21	12	62
Contributions, employees	-	(10)	(10)	-	-	(10)
Contributions, employers	-	(15)	(15)	-	-	(15)
Withdrawals/benefits paid	(21)	20	(1)	(20)	(9)	(30)
Total amount in statement of cash flows	8	(5)	3	1	3	7
Remeasurement results	10	(7)	3	-	-	3
Interest due to passage of time, net	2	(2)	-	-	-	-
Translation differences	5	(4)	1	(1)	(1)	3
Balance as at December 31, 2021	470	(352)	118	24	65	207
Reclassification of net pension plan assets	(130)	135	5	-	-	5
Balance as at December 31, 2021 after reclass	340	(217)	123	24	65	212
Non-current	340	(217)	123	14	49	186
Current	-	-	-	10	16	26
Balance as at December 31, 2021	340	(217)	123	24	65	212

notes to the consolidated statement of financial position.

24.1 employee benefit obligations

employee benefit obligations charged to comprehensive income

	2022	2021
Current service cost, total	62	62
Contributions, employees	(10)	(10)
Current service cost net, charged to operating profit	52	52
Interest expense due to passage of time	4	2
Interest income due to passage of time	(3)	(2)
Charged to net finance costs	1	-
Net remeasurement gains charged to other comprehensive income	(47)	3
Charged to comprehensive income	6	55

The discount rates used to calculate employee benefit obligations are in the following ranges:

discount rates (employee benefit obligations)

	2022	2021
Defined benefit pension plans	1.2% - 4.1%	0.3% - 1.1%
Other post-employment benefits	3.3% - 6.9%	0.5% - 5.2%
Other long-term employee benefits	1.5% - 2%	(0.3%) - 2%

The obligations regarding other post-employment benefits and other long-term employee benefits are unfunded.

24.2 pensions

defined benefit pension plan schemes

	2022	2021
Defined benefit plan, corporate employees in Belgium	39	68
Defined benefit plan, corporate employees in France	28	38
Defined benefit plan, corporate employees in Germany	5	10
Defined benefit plan, staffing and corporate employees in Switzerland	1	3
Defined benefit plans, corporate employees in other countries	3	4
Total	76	123

The Group has various pension schemes, in accordance with local conditions and practices in the countries in which it operates. In some countries, such pension schemes are operated through a company pension fund.

Most of the pension schemes are defined contribution plans, which are funded through payments to independent entities. For these schemes, the Group's obligation is limited to the payment of these annual contributions. The contributions constitute net periodic costs for the year in which they are due and are included in personnel expenses and/or cost of services.

A few pension schemes are defined benefit plans. The liability recognized in the balance sheet is the present value of the defined benefit obligation less the fair value of plan assets. Independent actuaries calculate the defined benefit obligations based on factors such as age, years of service, and compensation (based upon the projected unit credit method).

The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of high-quality corporate bonds denominated in the currency in which the benefits will be paid, and with terms to maturity that approximate the term when the related pension liability is due.

Current service costs are recognized in personnel expenses and/or cost of services and reflect the increase in the defined benefit obligation resulting from employee service in the current year.

Past service costs are recognized immediately in personnel expenses and/or cost of services.

Withdrawals/benefits paid also include the net transfer of participants' vested benefits.

Remeasurement gains and losses of the net defined benefit obligation arising from experience adjustments and changes in actuarial assumptions are recognized in other comprehensive income.

The net interest expense on the net defined benefit liability is determined by applying the discount rate used to measure the defined benefit obligation at the beginning of the year to the then net defined benefit liability. Net interest expense is recognized in net finance costs.

In the Netherlands and Belgium, two pension schemes are operated through separate and independent company pension funds.

For the Netherlands, this is 'Stichting Pensioenfonds Flexsecurity' for staffing employees employed by Dutch Group companies; the fund operates a defined contribution pension plan. In 2022, the transactions with 'Stichting Pensioenfonds Flexsecurity' amounted to € 62 million (2021: € 53 million); the balance as at December 31, 2022 amounted to € 5 million (December 31, 2021: € 4 million) payable.

For Belgium, the pension fund is 'Pensioenfonds Belgische werkmaatschappijen van Randstad OFP' for corporate employees employed by Belgian Group companies. The plan is organized through a fund that is legally separated from the company. The Board of this pension fund is required to act in the interest of the fund and of all relevant stakeholders in the scheme; the investment policy with regard to the assets of the fund is also the responsibility of the Board. The fund operates a defined benefit pension plan, which is a final-salary pension plan, providing benefits to (former) employees in the form of a guaranteed level of pension payable for life upon retirement. The pension entitlement of corporate employees is based on the average pensionable salary in the last three years before retirement. The employer's contribution is capped at a maximum of 5% of salaries. In 2021, transactions with this fund amounted to € 5 million (2021: € 5 million). The balance as at December 31, 2022 amounted to € 1 million and zero in 2021.

In the Netherlands, a second pension scheme is in origin a defined benefit pension plan. This pension plan is a closed plan (operated through an insurance company) and the net asset/liability is basically the difference between the expected future surplus interest sharing that will flow to the Group and a yearly guarantee payment based on the pension obligation towards employees. The net pension asset is fully recoverable and has been presented under (current) assets in the statement of financial position.

In France, the defined benefit pension plan is a final-salary pension plan, which provides benefits to (former) employees in the form of a guaranteed level of pension payable as a lump sum upon retirement. The plan is in addition to state plans. The company is legally required to pay lump sums to employees upon retirement. The amounts are based on the number of years of service in the company and on the base salary according to the collective bargaining agreement in force. The scheme covers all corporate employees employed by French Group companies.

breakdown of obligations for defined benefit pension plans

	2022	2021
Present value of funded obligations	280	340
Present value of unfunded obligations	-	-
Total present value of obligations	280	340
Fair value of plan assets	(204)	(217)
Liability in the balance sheet	76	123

major categories of plan assets

as a % of fair value of total plan assets

	2022	2021
Cash	3%	3%
Bonds	26%	26%
Equity instruments	42%	45%
Real estate	10%	6%
Other	19%	20%
	100%	100%

The actual return on plan assets was € 63 million negative (2021: € 9 million positive), as a result of negative developments in the value of equity investments and higher interest rates having a negative impact on bonds valuations.

principal actuarial assumptions used for defined benefit pension plans

	2022	2021
Discount rate	1.2% - 4.1%	0.3% - 1.1%
Expected salary increases	0% - 3.7%	0.0% - 3.45%
Expected pension increases	0% - 1.8%	0.0% - 2%

average life expectancy[1]

in years

	2022	2021
Male	20.7 - 22.5	20.5-22.5
Female	23.6 - 26.9	23.6-26.9

1 Average life expectancy of an individual retiring at the age of 65 on the balance sheet date.

The assumptions regarding future mortality are based on published statistics and mortality tables in each territory.

The Group expects the 2022 contributions to be paid for defined benefit plans to be approximately € 19 million, excluding the impact of acquisitions and disposals.

risks

The most significant risks related to defined benefit plans are related to:

- Asset volatility: if the plan assets underperform, the yield on (high-quality) corporate bonds, which is the base for setting the discount rate in calculating the plan liabilities, will create a deficit;
- Interest/yield volatility: a decrease will result in an increase in the net plan liabilities;
- Salary volatility: future (expected) salaries are being used in the calculation of the plan liabilities; higher than expected salary increases will result in higher liabilities;
- Life expectancy: in the calculation of the plan liabilities, mortality tables are being used, indicating the life expectancy of the participants. If life expectancy increases, the plan liabilities will also increase.

sensitivity

With respect to the provision for pensions, a change in the interest rate of 1%-point, with all other variables held constant, would result in a deviation in the range of € 5 to € 6 million (2021: € 9 to € 11 million).

24.3 other post-employment benefits

Other post-employment benefit plans are defined benefit plans and follow the same accounting treatment as defined benefit pension plans. Independent actuaries calculate the defined benefit obligations based on factors such as age, years of service, and compensation (based upon the projected unit credit method). These plans mainly consist of state-driven plans in Italy and India, post-employment health benefits in the US, and transition fee payments related to temporary workers in the Netherlands, based on the Dutch 'Wet Arbeidsmarkt in Balans' (WAB).

Remeasurements of the obligation – comprising gains and losses arising from experience adjustments and changes in actuarial assumptions – are recognized in other comprehensive income.

24.4 other long-term employee benefits

In accordance with applicable legal requirements, the Group recognizes liabilities for several other long-term employee benefit plans, such as schemes related to sickness and long-term disability and long-service leave plans. These liabilities are based on calculations made by independent actuaries based on factors such as age, years of service, expected sickness duration, and compensation (based on the 'projected unit credit method').

Remeasurement gains and losses related to these plans are recognized in personnel expenses and/or cost of services in the year in which they occur.

25 other liabilities

	2022	2021
Balance as at January 1	4	4
Changes in value	-	-
Deferred compensations from acquired subsidiaries/activities	9	2
Considerations paid in respect of acquisitions in preceding years	(5)	(2)
Interest due to passage of time	-	-
Translation differences	(1)	-
Balance as at December 31	7	4
Non-current part	7	-
Current part	-	4
Balance as at December 31	7	4

accounting policy

As at December 31, 2022 and December 31, 2021, other liabilities only comprise deferred payments (including earn-out arrangements) from business combinations in prior years. The initial amount of the earn-out liability is calculated based on the provisional purchase price allocation at the moment of acquisition. Any changes in the earn-out liability are included as adjustments to goodwill at the moment of the final purchase price allocation, performed at 1 year after acquisition. In case earn-out arrangements have a longer term than 1 year after the acquisition date , differences upon settlement between the actual cash outflow and the expected cash outflow, are accounted for in net finance costs .

notes to the consolidated statement of financial position.

26 trade and other payables

Trade and other payables are initially stated at fair value. Subsequent measurement is at amortized cost, using the effective interest method.

trade and other payables

	2022	2021
Trade payables	874	806
Other taxes and social insurance charges	1,189	1,210
Pension contributions	23	18
Wages, salaries and other personnel costs	1,728	1,697
Other accruals	681	620
Deferred income	81	75
	4,576	4,426

notes to the consolidated statement of cash flows.

27 statement of cash flows

The statement of cash flows has been prepared applying the indirect method.

Cash flows in foreign currencies have been translated, in principle, at average exchange rates; certain material (mainly financing) transactions are translated at the exchange rate at the day of translation. Exchange differences concerning cash items are shown separately in the statement of cash flows. Income taxes paid/received are included in the cash flow from operating activities. Finance income received, finance expenses paid, and dividends paid are included in the cash flow from financing activities.

The purchase price of acquisitions paid, as well as the selling price of disposed subsidiaries received, is included in cash flow from investing activities. This purchase price paid, as well as the selling price received, are included in the statement of cash flows net of debt and cash acquired or disposed. Changes in assets and liabilities resulting from the acquisition and disposal of subsidiaries are taken into account in the calculation of the consolidated cash flows.

The majority of the items in the consolidated statement of cash flows are individually cross-referenced to the relevant notes to the consolidated statement of comprehensive income and the consolidated statement of financial position. For the remainder of the material items, the reconciliation between amounts as included in the consolidated statement of cash flows and related amounts in the consolidated statement of comprehensive income and the consolidated statement of financial position is shown in this note.

27.1 operating working capital

Operating working capital includes current assets, excluding cash and cash equivalents, current income tax receivables, current part of loans and receivables, current part of net investments in subleases, and the net plan assets defined benefit pension plan; minus current liabilities, excluding current borrowings, current income tax liabilities, and the current part of provisions, of employee benefit obligations, of other liabilities and of lease liabilities. Interest receivable and payable are also excluded in order to align the presentation of the movements in these items, which are presented under net cash flow from financing activities.

operating working capital

	2022	2021
Current assets	6,218	6,368
Current liabilities	(5,027)	(4,793)
Working capital	1,191	1,575
Current assets	6,218	6,368
Adjusted for:		
Cash and cash equivalents	(274)	(859)
Current income tax receivables	(116)	(77)
Trade and other receivables	5,828	5,432
Adjusted for:		
Current part of loans and receivables	(7)	(7)
Current part of net investments in sublease	(7)	(5)
Interest receivable	(4)	(4)
Net plan assets defined benefit pension plan	(3)	(5)
Operating working capital assets	5,807	5,411
Current liabilities	(5,027)	(4,793)
Adjusted for:		
Current borrowings	69	16
Current part of lease liabilities	186	187
Current income tax liabilities	78	63
Current part of provisions	92	71
Current part of employee benefit obligations	26	26
Current other liabilities	-	4
Trade and other payables	(4,576)	(4,426)
Adjusted for:		
Interest payable	8	12
Operating working capital liabilities	(4,568)	(4,414)
Operating working capital assets	5,807	5,411
Operating working capital liabilities	(4,568)	(4,414)
Operating working capital	1,239	997

notes to the consolidated statement of cash flows.

27.2 operating working capital assets

operating working capital assets

	2022	2021
Trade and other receivables as at January 1	5,432	4,407
Adjusted for:		
Current part of loans and receivables, and net plan assets	(17)	(20)
Interest receivable	(4)	(3)
Operating working capital assets as at January 1	5,411	4,384
Acquisition of subsidiaries	56	32
Disposal of subsidiaries	-	(3)
Translation gains/(losses)	16	92
Statement of cash flows	324	906
Operating working capital assets as at December 31	5,807	5,411

27.3 operating working capital liabilities

operating working capital liabilities

	2022	2021
Trade and other payables as at January 1	4,426	3,735
Adjusted for:		
Interest payable	(12)	(9)
Operating working capital liabilities as at January 1	4,414	3,726
Acquisition of subsidiaries	39	17
Disposal of subsidiaries	-	(2)
Translation losses/(gains)	4	57
Statement of cash flows	111	616
Operating working capital liabilities as at December 31	4,568	4,414

27.4 CICE and other items

The CICE receivable as an asset arose from tax credits under the French Competitive Employment Act (CICE). This act was aimed at improving the competitiveness of the French economy and at reducing unemployment. It was discontinued as of January 1, 2019.

In 2021, an amount of € 8 million was received on the remaining CICE receivable outstanding as at December 31, 2020.

other items (movements)

	2022	2021
Loans	5	1
Net result of net investments in subleases	(6)	(3)
Net result of remeasurements of right-of-use assets and lease liabilities	(2)	(6)
Non-cash	(3)	(8)
Collections of net investments in subleases	6	5
Cash	6	5
Statement of cash flows	3	(3)

27.5 corporate income taxes paid

corporate income taxes paid

	2022	2021
North America	28	10
France	44	34
Netherlands/Corporate	50[1]	55
Italy	36	14
Germany	-	13
Belgium & Luxembourg	19	42
Iberia	14	10
Other European countries	27	13
Rest of the world	43	13
Global Businesses	-	-
Total	261	204

1 As of 2022, the Switzerland and Singapore financing entities are included respectively in the 'Other European countries' and 'Rest of the world' segments.

The increase in corporate income taxes paid in North America can be explained by increased tax payments in the US. In the US, the Group made use of almost all federal tax loss carry forward positions, which is why the Group started paying taxes. The increase in France was mainly caused by higher taxable profits in 2022. Germany's 2021 figures include payments related to prior years. 2022 resulted in zero net payments due to refunds related to the prior year offsetting the current-year payments. The decrease in payments in Belgium can be explained by lower taxable profits in 2022. The increase in Italy was mainly caused by higher taxable profits in 2022 and a payment related to 2021.

notes to the consolidated statement of cash flows.

The increase in payments in the 'Rest of the world' region is mainly caused by higher taxable profits in Australia and Japan compared to 2021. In addition, the 2021 figures include significant refunds in India related to prior years.

27.6 free cash flow

Free cash flow comprises net cash from operating and investing activities, excluding the cash flows from the acquisition and disposal of subsidiaries/activities, of equity investments, and of associates, as well as the dividends from associates. Repayment of lease liabilities is also deducted in order to arrive at free cash flow.

free cash flow

	2022	2021
Net cash flow from operating activities	1,073	914
Net cash flow from investing activities	(290)	(207)
	783	707
Acquisition of subsidiaries, equity investments and associates	171	133
Disposal of subsidiaries, equity investments and associates	(4)	(54)
Dividends from associates	(1)	-
	949	786
Repayment of lease liabilities	(210)	(196)
Free cash flow	739	590

other notes to the consolidated financial statements.

28 subsidiaries

28.1 subsidiaries

Subsidiaries are companies controlled by Randstad N.V. Control exists when Randstad is exposed to or has rights to variable returns from its involvement with subsidiary companies and has the ability to influence those returns through its power over the subsidiary, generally accompanying a shareholding of more than 50% of the voting rights. Subsidiaries are consolidated from the date that such control commences until the date that it ceases.

Intragroup balances and intragroup transactions are eliminated, as well as any unrealized gains from these transactions. Unrealized losses from intragroup transactions are also eliminated, unless there is evidence of impairment of the assets transferred. Intragroup transactions take place on an arm's length basis.

28.2 financial statements of group companies

Upon translation of foreign activities, the assets and liabilities of operations in currencies other than the euro, including goodwill and fair-value adjustments arising on consolidation, are translated into euros at the foreign exchange rates at the balance sheet date. The income statements of these operations in currencies other than the euro are translated into euros at average exchange rates.

Upon the acquisition of a subsidiary that has a currency other than the euro, balance sheet items are translated into euros at the foreign exchange rates at the acquisition date.

28.3 net investment in subsidiaries that have a currency other than the euro

The net investment in subsidiaries that have a currency other than the euro includes the participation in the net assets of these subsidiaries, and, if applicable, loans to these subsidiaries, settlement of which is neither planned nor expected to occur in the foreseeable future.

Translation differences that occur upon consolidation, relating to the translation of the net investment in subsidiaries that have a currency other than the euro, are recognized in other comprehensive income and presented in the (foreign currency) translation reserve, a separate component within equity, as are translation differences of financial liabilities designated as hedges of such investments (net investment hedge), to the extent that the hedge is effective. The gain or loss relating to the ineffective part is recognized immediately in net finance costs.

If the operation is a non-wholly-owned subsidiary, then the relevant proportionate share of the translation differences is allocated to the non-controlling interests.

Whenever a foreign operation is disposed of, these translation differences are released or charged to the statement of comprehensive income as part of the gain or loss on disposal.

→ other notes to the consolidated financial statements.

28.4 overview of selected subsidiaries, as at december 31, 2022

north america
- Randstad North America Inc, United States
- Randstad Professionals US LLC, United States
- RiseSmart Inc., United States
- Monster Worldwide Inc., United States
- Celerity IT LLC, United States
- Randstad Intérim Inc., Canada

france
- Randstad SAS
- Randstad Sourceright SASU
- Ausy SAS
- Atoll SASU
- Monster Worldwide SAS

the netherlands
- Randstad Nederland bv
- Tempo-Team Group bv
- Yacht Group Nederland bv
- Randstad Sourceright International bv
- Randstad Sourceright EMEA bv
- Monster Worldwide Netherlands bv

germany
- Randstad Deutschland GmbH & Co. KG[1]
- Randstad Automotive GmbH & Co. KG[1]
- Tempo-Team Personaldienstleistungen GmbH
- Randstad Sourceright GmbH
- GULP Information Services GmbH
- GULP Solution Services GmbH & Co. KG[1]
- Ausy Technologies Germany AG
- Ausy Consulting GmbH
- Monster Worldwide Deutschland GmbH

belgium & luxembourg
- Randstad Belgium nv, Belgium
- Randstad Sourceright nv, Belgium
- Tempo-Team nv, Belgium
- Randstad Professionals nv, Belgium
- Ausy Belgium nv, Belgium
- Randstad Interim sa, Luxembourg

italy
- Randstad Italia SPA Società di fornitura di lavoro temporaneo
- Randstad HR Solutions srl società con unico socio

iberia
- Randstad Empleo, Empresa De Trabajo Temporal S.A. Sociedad Unipersonal, Spain
- Randstad Recursos Humanos, Empresa de Trabalho Temporario S.A., Portugal

other european countries
- Randstad Austria GmbH, Austria
- Randstad HR Solutions s.r.o., Czech Republic
- Randstad A/S, Denmark
- Randstad AE, Greece
- Randstad Hungary Kft, Hungary
- Randstad Ireland Operations Limited, Ireland
- Qualitair Aviation Malta Limited, Malta
- Randstad Norway AS, Norway
- Randstad Polska Sp. z.o.o., Poland
- Randstad Romania Srl, Romania
- Randstad AB, Sweden
- Randstad Schweiz AG, Switzerland
- Randstad Work Solutions Istihdam ve İnsan Kaynaklary Ltd. Şti., Turkey
- Randstad CPE Limited, United Kingdom
- Randstad Financial & Professional Limited, United Kingdom
- Randstad Sourceright Limited, United Kingdom

rest of the world
- Randstad Argentina SA., Argentina
- Randstad Pty Ltd, Australia
- Aurec Pty Ltd, Australia
- Finite Group APAC Pty Ltd, Australia
- Randstad Brasil Recursos Humanos Ltda, Brazil
- Randstad Chile S.A., Chile
- Talent Shanghai Co. Ltd, China
- Randstad Hong Kong Limited, Hong Kong SAR[2]
- Randstad India Private Ltd, India
- Randstad KK, Japan
- Randstad Sourceright Sdn. Bhd., Malaysia
- Randstad Mexico S. de R.L. de CV, Mexico
- Randstad Limited, New Zealand
- Randstad (PTE) Limited, Singapore
- Randstad Uruguay SA, Uruguay

other subsidiaries
- Randstad Holding Nederland bv, the Netherlands
- Randstad Holding Luxembourg Sarl, Luxembourg
- Randstad Finance GmbH, Switzerland
- Randstad FTC Pte Limited, Singapore

1 The fully consolidated German subsidiaries mentioned above exercise simplification options in accordance with Article 264.b of the German Commercial Code ('HGB').
2 Region in the case of Hong Kong SAR (Special Administrative Region)

A list of all subsidiaries has been filed at the Chamber of Commerce in Amsterdam ('Kamer van Koophandel', Amsterdam; Chamber of Commerce number 33216172; Legal Entity Identification number 7245009EAAUUQJ0U4T57). Randstad N.V. has, directly or indirectly, a 100% interest in all subsidiaries, unless stated otherwise.

other notes to the consolidated financial statements.

29 share-based compensations

The company has various share-based compensation arrangements that are settled in ordinary shares. The fair value of these share-based compensations, calculated on grant date, is based on valuation models, taking into account relevant market conditions and non-market vesting conditions. The fair value is included in personnel expenses in the vesting period during which the expected employee services are received. The same amount is credited to shareholders' equity.

At each balance sheet date, the company reassesses its estimates of the non-market vesting conditions under these share-based compensation arrangements. The impact of the revision on original estimates with respect to the past vesting period, if any, is recognized in personnel expenses immediately, with a corresponding adjustment to shareholders' equity.

Within the Group, a number of share-based compensation arrangements are in effect: performance share plans for Executive Board members and senior management, a share matching plan for Executive Board members, and a share purchase plan for all corporate employees.

The actual annual grant of performance shares will, in principle, not exceed 1% of the ordinary issued capital. However, depending on the realization of related performance targets and the company's actual share price, the number of shares to be issued in relation to vesting of the performance shares might in a certain year exceed the 1% limit.

29.1 performance share plans

29.1.1 executive board performance share plan

Conditional performance shares have been granted annually to the members of the Executive Board. The plan has a term of three years. The number of shares to vest depends on the company's TSR performance compared to a peer group of 18 companies (2021: 18 peers) measured over a three-year period starting on January 1 of the year of grant. The number of shares to vest also depends on achieving certain non financial performance targets.

All performance share plans are equity-settled. The fair value is determined as at the date of each grant, based on a Monte Carlo simulation model.

Volatility of the shares of the peer companies, as well as the pair-wise correlation between all peer shares, is estimated on the basis of historical daily prices over three years. Estimated dividends of the peer companies are based on historical dividends.

The fair value is charged to the income statement during the vesting period, based on the on-target awards of the TSR part of each plan and on the expected outcome of the non-financial performance targets.

At each balance sheet date, the non-market conditions (attrition and non-financial performance) are reassessed; any adjustment is charged to the income statement.

The shares yet to be vested of a Board member who resigns from the Group within the three-year vesting period will, in principle, be forfeited.

29.1.2 senior management performance share plan

Terms and conditions of the senior management performance share plan are identical to those of the Executive Board.

The performance shares 2019 of the Executive Board and senior management vested on December 31, 2021, based on relative TSR performance and reaching certain non-financial targets of the company, resulting in 893,287 shares being allocated in February 2022 (share price at allocation date: € 64.54), compared to an on-target award of 620,030 shares.

The performance shares 2020 of the Executive Board and senior management vested on December 31, 2022, based on relative TSR performance and reaching certain non-financial targets of the company, resulting in 939.570 shares to be allocated in February 2023, compared to an on-target award of 587.307 shares.

The expenses charged to the 2022 income statement amount to € 29.9 million (2021: € 34.1 million).

other notes to the consolidated financial statements.

29.1.3 retention performance share plan

In 2017, conditional performance shares were granted to certain senior management as part of a retention plan. These shares vested based on performance during the vesting periods 2017–2019, 2017–2020, and 2017–2021. The performance conditions are non-market conditions; possible adjustments due to the yearly assessment of conditional performance are charged to the income statement.

The third and last tranche vested in December 2021. Performance targets resulted in an allocation of 12,997 shares being allocated in April 2022 (share price at allocation date € 55,04) compared to an the on-target award of 10,316 shares.

The final measurement of the performance conditions resulted in a release to the 2022 income statement of € 0.2 million (2021: charge of € 0.3 million).

parameters used for fair-value determination

	2022	2021	2020
Average share price at grant date	€ 64.54	€ 56.20	€ 53.18
Expected volatility, based on historical prices over the three-year period to the valuation date	33.0%	33.0%	22.0%
Expected dividends	8.0%	6.0%	7.6%
Risk-free interest rate (yield on Dutch government bonds)	0.0%	(0.5%)	(0.4%)

29.1.4 other share plans

These share plans are implemented to reward the participants for specific contributions. The shares granted are conditional, and vesting depends on performance on non-market-based conditions and/or the rendering of employee services during the vesting periods. The vesting periods on the remaining shares to vest vary from 1 to 2 years.

The expenses charged to the 2022 income statement amount to € 0.4 million (2021: € 0.4 million).

In 2022, after vesting in June, 25,557 shares were allocated at on-target awards (share price at allocation date: € 50.90).

details of performance and matching share plans

	number of shares (x 1,000) on target					average fair value at grant date per share (in €)
year of grant	january 1, 2022	granted	forfeitures	allocated in 2022	december 31, 2022	
2017	8			(8)	-	50.44
2018	2			(2)	-	53.87
2019	648			(648)	-	39.37
2020	632		(30)	(2)	600	42.59
2021	642		(64)		578	45.89
2022		685	(75)		610	52.32
Total	1,932	685	(169)	(660)	1,788	

other notes to the consolidated financial statements.

29.2 share purchase plan for corporate employees

Under the share purchase plan, participating corporate employees may purchase shares through Stichting Randstad Optiefonds twice a year. The maximum amount to be spent within the plan is set annually at 5% of the participant's annual salary. Employees receive a number of bonus shares equal to 50% of the number of shares purchased; these bonus shares vest over a period of six months, only if employees hold on to the purchased shares for the same period of six months. For shares purchased as of May 1, 2022, the employees receive an additional bonus of 50% of bonus shares if they hold the purchased shares for 12 months. All bonus shares will vest under the condition that employees are employed by the Group during the vesting periods.

The bonus shares are expensed by the company over the vesting period (2022: € 18.4 million; 2021: € 8.8 million). In 2022, a total of 226,297 (2021: 166,619) bonus shares were allocated to employees.

29.3 executive board share matching plan

In line with the company's remuneration policy, 25% of the net annual bonus of the Executive Board is paid out in Randstad shares. After three years, these shares will be matched 1:1 subject to a sustainable performance of the Company and at the discretion of the Supervisory Board. Executive Board members are allowed to voluntarily convert an additional 25% of the net annual bonus with the same matching principles. The expenses recorded for the matching of shares amount to € 0.3 million in 2022 (2021: € 0.2 million).

As a result of the 2018 annual bonus, 4,176 shares were matched 1:1. These shares were allocated in February 2022 at a share price of € 64.54.

29.4 total share-based compensations

in millions of €	2022	2021
Performance share plans	29.9	34.1
Retention performance share plan	-0.2	0.3
Other share plans	0.4	0.4
Share purchase plan	18.4	8.8
Share matching plan	0.3	0.2
Total share-based compensations	48.8	43.8

30 related-party transactions

Related party transactions are transfers of resources, services or obligations between the reporting entity and a related party. Related party transactions are conducted at arms length.

30.1 key management

The members of the Executive Board and Supervisory Board are considered the key management of the Group. Details of the remuneration of the members of the Executive Board and Supervisory Board are included in the governance section of the annual report, under remuneration report (see page 182).

30.2 remuneration of the members of the executive board

The totals of the remuneration of the members of the Executive Board are included in the income statement.

The expenses for performance shares refer to the fair value of share-based payments charged to the income statement for the years 2022 and 2021 respectively.

The estimated costs on benefits pursuant to Article 32bb of the Dutch wage tax act amount to € 4 million in 2022 and are included in social charges and taxes (2021: € 0).

The Group has not issued any loans, commitments to provide loans, or guarantees to Executive Board members. Pension expenses related to Dutch-based Board members include compensation for the limitation of accrual of pension rights in 2022 and 2021.

→ other notes to the consolidated financial statements.

executive board remuneration

x € 1,000

	2022	2021
Fixed compensation		
Base salary	5,207	4,548
Compensation for departure	2,000	-
Fringe benefits	86	68
	7,293	4,616
Variable compensation		
Short-term bonus	3,733	4,245
Share-based compensations	5,007	6,017
	8,740	10,262
Pension expenses	1,406	1,226
Social charges and taxes	4,457	146
Total	21,896	16,250

number of performance and matching shares outstanding

	january 1, 2022	new shares on target 2022[1]	transfer	forfeitures	performance adjustment at allocation 2022	allocated in february 2022	december 31, 2022
Total performance shares outstanding of Executive Board members	331,444	111,613	(48,120)	(45,688)	51,027	(166,808)	233,468
Total matching shares outstanding of Executive Board members	17,071	12,805	(3,023)	(4,415)	-	(4,176)	18,262
Total shares outstanding of Executive Board members	348,515	124,418	(51,143)	(50,103)	51,027	(170,984)	251,730
Total shares outstanding of former Executive Board members			51,143				51,143

1 The number of shares on target 2022 refer to the shares granted according to the executive performance plan (29.1) and the share matching plan (29.3).

The performance shares 2019 were allocated in February 2022. The allocation amounted to 144% of the on-target award (share price at allocation date: € 64.54).

The performance shares 2020 vested on December 31, 2022, based on relative TSR performance of the company and the achievement of certain non-financial targets over the period January 1, 2020 – December 31, 2022, resulting in an overall vesting of 160% of the on-target award of 111.460 shares.

Allocation after vesting of conditional shares awarded in 2020, 2021 and 2022 will take place in February 2023, 2024 and 2025 respectively.

number of ordinary shares in randstad nv held by executive board

as at december 31

	2022	2021
Unrestricted ordinary shares	51,337	60,744
Locked-up ordinary shares	133,452	106,390
Total	184,789	167,134

For the conditions and criteria governing the granting and vesting of performance shares, see note 29.1.

other notes to the consolidated financial statements.

30.3 remuneration of the members of the supervisory board

Remuneration of the members of the Supervisory Board is included in the income statement. The remuneration is fixed and includes gross expense allowances. In 2022, the total remuneration amounted to € 628,500 (2021: € 656,800).

Total remuneration of former Supervisory Board members amounted to € 0 (2021 € 24,000).

The Group has not issued any loans, commitments to provide loans, or guarantees to members of the Supervisory Board.

30.4 other related-party transactions

The founder of the Randstad Group has an interest in a legal entity, which, based on the 'Wet financieel toezicht' (Act on Financial Supervision), is registered as a shareholder of Randstad N.V. in the 30% – 40% category.

Stichting Randstad Optiefonds, in its capacity as shareholder of the company, delivered 144,630 Randstad shares in 2022 to the Group by way of share contribution amounting to € 7.3 million. These shares were subsequently delivered to the employees of the company as part of the share purchase plan (see note 29.2).

The rental expenses of the ship Clipper Stad Amsterdam for promotional activities were € 3 million (2021: € 2 million).

For transactions with company pension funds through which certain pension schemes are operated, see note 24.2 under 'Employee benefit obligations'.

31 number of employees (average)

	2022	2021
Candidates working	662,600	653,300
Corporate employees	46,190	39,530

number of employees by segment

	Candidates working		Corporate employees	
	2022	2021	2022	2021
North America	91,100	92,900	7,100	6,530
France	87,300	84,200	4,830	4,460
Netherlands	68,900	72,000	4,140	3,890
Italy	59,500	53,800	2,980	2,490
Germany	38,500	38,300	2,920	2,860
Belgium & Luxembourg	44,000	44,200	2,410	2,080
Iberia	61,800	60,400	2,610	2,160
Other European countries	60,200	63,400	4,020	3,670
Rest of the world	142,300	134,600	6,470	5,530
Global Businesses	9,000	9,500	8,290	5,540
Corporate	-	-	420	320
Total	662,600	653,300	46,190	39,530

32 commitments

	2022	2021
Commitments less than 1 year	199	138
Commitments more than 1 year, less than 5 years	335	192
Commitments more than 5 years	45	14
	579	344

Commitments relate mainly to service contracts. The increase in commitments as at December 31, 2022 compared to prior year is due to global IT contracts.

No guarantees have been issued other than those relating to commitments regarding rent and leases, and those relating to liabilities that are included in the balance sheet.

other notes to the consolidated financial statements.

33 auditors' fees

The following auditors' fees were expensed in the income statement in the reporting period:

auditors' fees

	2022	2021
Audit of the financial statements[1]	5.6	5.0
Audit of the financial statements of subsidiaries by other audit firms	0.8	0.8
Subtotal for audit of the financial statements[2]	6.4	5.8
Other audit procedures[3]	0.5	0.4
Total	6.9	6.2

1 The fees listed above relate to the procedures applied to the company and its consolidated Group entities by Deloitte Accountants B.V. as the external auditor referred to in Section 1 (1) of the Dutch Accounting Firms Oversight Act (Wta) as well as by the Deloitte network (€ 1.2 million and € 4.4 million respectively (2021: € 1.1 million and € 3.9 million)).
2 Including the audit fees with respect to the local statutory financial statements.
3 The fees listed above for 2022 and 2021 relate to the procedures applied to the company and its consolidated Group entities by Deloitte Accountants B.V. as the external auditor referred to in Section 1(1) of the Dutch Accounting Firms Oversight Act (Wta) (€ 0.2 million for 2022 and 2021), as well as by the Deloitte network.

34 events after balance sheet date

In January 2023, the Group secured a committed bilateral term loan of € 77 million with a five-year tenor, maturing in January 2028. This loan is subject to a floating interest rate.

company financial statements.

(before profit appropriation)

company income statement

in millions of €	note	2022	2021
Revenue	2	396	318
Gross profit		396	318
Selling expenses		15	10
General and administrative expenses		222	168
Total operating expenses		237	178
Operating profit		159	140
Finance income		4	7
Finance expenses		(142)	(152)
Net finance costs		(138)	(145)
Income before taxes		21	(5)
Taxes on income		(26)	(7)
Income from subsidiaries after taxes	4	934	780
Net income		929	768

company financial statements.

company statement of financial position as at december 31

in millions of €	note	2022	2021
assets			
Software	3	23	18
Intangible assets		23	18
Subsidiaries	4	9,997	9,538
Long-term loans receivable from subsidiaries	5	8	8
Deferred income tax assets		6	1
Financial assets		10,011	9,547
Non-current assets		10,034	9,565
Receivables	6	227	204
Income tax receivable		-	2
Cash and cash equivalents	7	8	237
Current assets		235	443
Total assets		10,269	10,008
equity and liabilities			
Issued capital		26	26
Share premium		2,330	2,323
Legal reserves		192	188
Other reserves		1,437	1,596
Net income for the year		929	768
Shareholders' equity	8	4,914	4,901
Non-current liabilities/borrowings	9	3,365	3,052
Income tax payable		10	-
Trade and other payables	10	1,980	2,055
Current liabilities		1,990	2,055
Total liabilities		5,355	5,107
Total equity and liabilities		10,269	10,008

notes to the company financial statements.

1 accounting policies for the company financial statements

The company financial statements of Randstad N.V. are prepared in accordance with the legal requirements of Part 9, Book 2 of the Dutch Civil Code. The company has made use of the possibility based on Article 362, paragraph 8, Part 9, Book 2 of the Dutch Civil Code to prepare company financial statements based on the accounting policies used for the consolidated financial statements.

The subsidiaries are presented in accordance with the equity method.

Receivables are mainly receivables on subsidiaries. The accounting policy on trade and other receivables is included in note 3.2.1 of the notes to the consolidated financial statements. The expected credit losses , if any, are eliminated in the carrying amount of these receivables.

A summary of the significant accounting policies and a summary of the critical accounting estimates, assumptions and judgments are given in note 2 and note 4 respectively of the notes to the consolidated financial statements.

2 revenue

Revenue comprises charges to subsidiary companies with regard to corporate expenses as well as royalty charges.

These (royalty) charges are mainly based on a percentage of revenues of subsidiaries.

3 software

software

	2022	2021
Balance as at January 1	18	15
Additions	18	21
Amortization and impairment	(13)	(18)
Balance as at December 31	23	18
Cost	42	34
Accumulated amortization and impairment	(19)	(16)
Balance as at December 31	23	18

Additional information with respect to software is given in note 19 of the notes to the consolidated balance sheet.

4 subsidiaries

subsidiaries

	2022	2021
Balance as at January 1	9,538	9,022
Capital (repayments)/contributions	-	120
Dividend	(515)	(460)
Net income	934	780
Share-based compensations, subsidiaries	(6)	8
IAS 19 effects, subsidiaries	36	(2)
Fair value adjustment on equity investment	(9)	7
Translation differences	19	63
Balance as at December 31	9,997	9,538

See note 28.4 of the notes to the consolidated financial statements for an overview of the selected subsidiaries.

5 long-term loans receivable from subsidiaries

This relates to a perpetual non-interest bearing loan to a subsidiary. The average interest on repaid loans during 2021 was 2.5%.

6 receivables

receivables

	2022	2021
Receivables from subsidiaries	163	130
Other receivables and prepayments	64	74
Total	227	204

7 cash and cash equivalents

cash and cash equivalents

	2022	2021
Time deposits	-	60
Cash on hand and at bank	8	177
Total	8	237

Cash and cash equivalents comprise out of cash on hand and at bank, as well as time deposits. In 2021, time deposits were due within a month and the interest rate was negative 0.6%.

8 shareholders' equity

Additional information is given in the consolidated statement of changes in equity and in note 23 of the notes to the consolidated financial statements.

8.1 legal reserves

Based on Dutch law, a legal reserve needs to be established for currency translations, fair-value adjustments and capitalized costs of development of software. The legal reserve cannot be used for dividend distribution and is therefore restricted in usage.

legal reserves

	2022	2021
Translation reserve	65	58
Developed software company	23	18
Developed software at subsidiaries	91	90
Fair value reserve	13	22
Total	192	188

Movements during 2022 relate to translation gains, fair value losses (2021; gains) and to the net balance of capitalization and amortization of internally developed software for the company and for its subsidiaries.

8.2 other reserves

'Other reserves' includes a reserve with respect to share-based compensations to the amount of € 71 million (2021: € 67 million).

9 borrowings

borrowings

	2022	2021
Non-current borrowings, payable to third parties	477	664
Non-current borrowings, payable to subsidiaries	2,888	2,388
Non-current borrowings	3,365	3,052
Current borrowings		-
Total	3,365	3,052

Total borrowings payable to subsidiaries consist of various loans amounting to € 2,888 million (2021: € 2,388 million), maturing from April 2027 to September 2032. The average interest rate on all these loans is 3.6% (2021: 3.3%).

movements in non-current borrowings from third parties

	2022	2021
Balance as at January 1	664	-
Net drawings of non-current borrowings	766	-
Net net repayments of non-current borrowings	(970)	664
Amortization of transaction costs	1	-
Translation differences	16	-
Balance as at December 31	477	664

Additional information with respect to borrowings is given in note 3.2 of the notes to the consolidated balance sheet.

10 trade and other payables

trade and other payables

	2022	2021
Trade payables	6	8
Payables to subsidiaries	1,924	2,024
Other taxes and social insurance charges	6	2
Wages, salaries and other personnel costs	10	11
Accruals and deferred income	34	10
Balance as at December 31	1,980	2,055

11 number of employees (average)

In 2022, the company employed an average of 390 employees (2021: 285), of which 150 have their place of residence outside the Netherlands (2021: 71).

12 total wages and salaries, social security and pension charges

	2022	2021
Wages and salaries	52	46
Social security charges	7	2
Pension charges - defined contribution plans	4	3
Share-based compensations	9	11
Total	72	62

In addition to these wages and salaries, the wages and salaries of employees who have their residence outside of the Netherlands are charged to the company, amounting to € 35 million (2021: € 19 million).

13 remuneration

See note 30 of the notes to the consolidated financial statements.

14 related parties

In addition to notes 28, 29 and 30 of the notes to the consolidated financial statements, all companies within the Group are also considered to be related parties of Randstad N.V.

15 guarantees and commitments

The company bears joint and several liability for drawings by subsidiaries under the multi-currency syndicated revolving credit facility and under bank overdraft and guarantee facilities, to the amount of€ 743 million (2021: € 617 million).

As at December 31, 2022, guarantees issued on behalf of subsidiaries amounted to € 4 million (December 31, 2021: € 3 million). Furthermore, in the normal course of business, the company provides financial support to its subsidiaries.

The company's commitments for the period up to one year amount to € 70 million (2021: € 61 million), for the period between one and five years they amount to € 114 million (2021: € 95 million), and commitments for the period after five years are € 0 million as per 2022 and 2021. Commitments mainly relate to service contracts.

The company is part of fiscal unities for corporate income taxes, as well as for value-added taxes. As a consequence, the company bears joint and several liability for the debts with respect to corporate income taxes and value-added taxes of the fiscal unities. The company settles corporate income taxes, in principle, based on the results before taxes of the subsidiaries belonging to the fiscal unity.

The company has issued joint and several liability statements in accordance with Section 403, Part 9, Book 2 of the Dutch Civil Code for a limited number of its Dutch subsidiary companies, mainly serving as sub-holding companies.

16 auditors' fees

Information with respect to auditors' fees is given in note 33 of the notes to the consolidated financial statements.

Diemen, the Netherlands, February 13, 2023

The Executive Board

Sander van 't Noordende, Chair
Henry Schirmer
Karen Fichuk
Rebecca Henderson
Chris Heutink

The Supervisory Board

Wout Dekker, Chair
Annet Aris
Hélène Auriol Potier
Barbara Borra
Frank Dorjee
Rudy Provoost

other information.

provisions in the articles of association concerning profit appropriation

The following is a summary of the most important stipulations of Articles 28 and 29 of the Articles of Association concerning profit appropriation.

subsection 1.

1. Any such amounts from the profits as will be determined by the Executive Board with the approval of the Supervisory Board will be allocated to reserves. As far as possible, from the remaining profits (hereinafter also called the total profits):

a. A dividend will first be distributed to the holders of preference A shares on the amount paid on said shares, of which the percentage will be equal to the average of the statutory interest – in the event of a change in the meantime to the respective percentages – during the financial year for which the distribution is made. This percentage will be increased by a surcharge fixed by the Executive Board, subject to the approval of the Supervisory Board, amounting to a maximum of three percent (3%). If, in any year, the profit distribution on preference A shares cannot be made or can only be made partially, the overdue dividend on the shares will be distributed in the subsequent years before any other dividend distribution is made.

b.1. A dividend will subsequently be distributed per series to holders of preference B shares (equal to the basic percentage to be mentioned under b.2) of the sum of the nominal amount and the amount in share premium which was paid upon the first issue of the shares of said series, which percentage will be increased upon said issue by a surcharge, determined by the Executive Board, subject to approval of the Supervisory Board, of a maximum of one hundred and seventy-five (175) base points. If the share premium reserve has not shown the same balance for the whole financial year, the dividend shall be calculated on the time-weighted average balance for that financial year.

b.2. The basic percentage referred to under b.1 will be the arithmetic average of the effective yield on the government bonds issued by the State of the Netherlands with a term or remaining term of six to seven years. For the first time on the date that the preference B shares (of a series) have been outstanding for seven years, and subsequently each period of seven years after this, the basic percentage of the preference B shares (of the series concerned) will be adjusted to the yield then effective of the state loans referred to in the above-mentioned provisions.

b.3. A dividend will be distributed per series of preference C shares to holders thereof equal to the basic percentage mentioned under b.4 increased with the increment mentioned under b.4 calculated over the sum of the nominal amount increased by the daily time weighted average over the relevant financial year of the sum of the share premium amount and the preference C shares dividend reserve of said series. Notwithstanding the preceding sentence the dividend on the preference C shares for the period until the eighteenth day of November two thousand and nineteen will be five hundred eighty (580) basis points.

b.4. For the first time on the eighteenth day of November two thousand nineteen and subsequently each period of seven years after this, the basic percentage of the preference C shares (of the series concerned) will be adjusted to the average effective return on Dutch government bonds with a (remaining) life of seven years.

The increment is to be determined by the Executive Board with the approval of the Supervisory Board with a minimum of fifty (50) basis points and a maximum of six hundred and fifty (650) basis points, depending on the market circumstances (depending on, among other things, liquidity, business continuity, creditworthiness, subordination and tax treatment) at that time and is subject to the approval of the meeting of shareholders of the preference C shares or series concerned, which approval requires unanimous votes of the holders of the preference C shares present or represented at such meeting.

b.5. The Executive Board is authorized, subject to the approval of the Supervisory Board, to resolve that dividend on the preference B shares or on the preference C shares of any series shall not be distributed but reserved instead in order to be distributed at a later date following a resolution to this effect by the Executive Board, subject to the approval of the Supervisory Board. When it is resolved that dividend on the preference B shares shall not be distributed but reserved then it shall also be resolved that dividend on the preference C shares shall not be distributed but reserved and vice versa.

b.6. If and insofar as the profit is not sufficient to fully make the distribution referred to hereinbefore on preference B shares and on preference C shares, the Executive Board may resolve, subject to the approval of the Supervisory Board, to make these distributions from the freely distributable reserves, with the exception of the share premium reserves referred to in Article 4, paragraph 4 under b and c, preference A shares dividend reserves, preference B shares dividend reserves and preference C shares dividend reserves.

b.7. If and insofar as in any financial year no distribution can be made, or it is resolved not to make a distribution on preference B shares, from the profit realized in the subsequent years after allocation to reserves and reduction of the amounts accruing to holders of preference A shares in accordance with the provisions in paragraph 1 subparagraph a of Article 28, following a resolution to that effect by the Executive Board, subject to the approval of the Supervisory Board, such distribution will be made to the holders of said preference shares or reserved as such that the deficit will have been fully made good before the provisions laid down hereinbefore can be applied.

b.8. If and insofar as in any financial year no distribution can be made, or it is resolved not to make a distribution on preference C shares, from the profit realized in the subsequent years after allocation to reserves and reduction of the amounts accruing to holders of preference A shares in accordance with the provisions in paragraph 1 subparagraph a of Article 28, following a resolution to that effect by the Executive Board subject to the approval of the Supervisory Board, such distribution will be made to the holders of said preference shares or reserved as such that the deficit will have been fully made good before the provisions laid down hereinbefore can be applied. Such deficit will be increased with the percentage referred to in paragraph 1 under b.3 or under b.4 of Article 28 calculated over the period the deficit occurred and the moment the deficit has been made good.

b.9. If preference B shares or preference C shares have been issued in the course of any financial year, the dividend on the shares concerned for said financial year will be reduced proportionately until the first day of issue.

subsection 2.

The balance then remaining will be available to the General Meeting, subject to the proviso that (i) no distribution will be made as long as not all the profit distributions on the preference shares have been made and the reserves are distributed on the preference shares as referred to in Article 28 and (ii) no further distribution will be made on preference shares, nor will any amounts be reserved for this purpose.

subsection 3.

The company may only make distributions to shareholders from the profit susceptible to distribution insofar as its common equity exceeds the amount of the paid and claimed part of the capital increased by the reserves to be kept by virtue of the law.

subsection 4.

Subject to the approval of the Supervisory Board, the Executive Board may pass a resolution for distribution of an interim dividend, to be deducted from the dividend expected for the financial year concerned, if the requirement of the preceding paragraph has been fulfilled, as will be evident from an interim specification of equity and all the distributions on preference B shares and preference C shares have been made. Said specification of equity will relate to the position of the equity at the earliest on the first day of the third month prior to the month in which the resolution for distribution will be announced. It will be drawn up with due observance of the valuation methods deemed acceptable in society. The specification of equity will include the amounts to be allocated to the reserves by virtue of the law. It will be signed by the members of the Executive Board. In the event that the signature(s) of one or more of them should be lacking, the reason thereof will be stated. The company will deposit the specification of equity at the office of the Trade Register within eight days after the date on which the resolution for distribution will be announced. A resolution for distribution of an interim dividend may be limited to a distribution of an interim dividend exclusively to shareholders of a particular class, without prejudice to the rights of shareholders of other classes.

subsection 5.

Resolutions for the complete or partial cancellation of reserves as stated in paragraph 1 of Article 28 may only be adopted by the General Meeting on a proposal of the Executive Board approved by the Supervisory Board, with the exception of resolutions in respect of: (i) distributions from reserved dividend on preference B shares and on preference C shares, which shall be resolved upon by the Executive Board subject to the approval of the Supervisory Board; and (ii) annual distributions of twenty per cent (20%) of the preference C shares share premium reserve on preference C shares, which may be increased with an additional amount at the expense of the general reserves, such amount as to be determined at the time of issuance, which distributions may be resolved upon by the Executive Board, subject to the approval of the Supervisory Board, once the preference C shares (of a series) have been outstanding for four years. If in any financial year a distribution as referred to under (ii) does not occur or does not wholly occur, such distribution may take place in a subsequent year, provided that in any financial year not more than thirty percent (30%) may be distributed. When it is resolved that distributions shall be made from the preference B shares dividend reserve then it shall also be resolved that distributions shall be made from the preference C shares dividend reserve and vice versa.

Resolutions of the General Meeting for the complete or partial cancellation of a share premium reserve will require the prior approval of the meeting of holders of shares of the class and series concerned, without prejudice to the provisions in Article 3, paragraph 5, under b.1. Only holders of ordinary shares will be entitled to distributions deducted from allocations to reserves other than those mentioned in the preceding sentence. However, without prejudice to the amounts that would accrue to holders of preference B shares or holders of preference C shares, in accordance with the provisions in Article 28, paragraph 1b.4. and Article 34, paragraph 4.

Article 35 of the Articles of Association defines a transitory provision in relation to the reset of the Preference B Shares up to and including November 17, 2026. In deviation of that provided in Article 28 paragraph 1 under b.1 and b.2, for the time period starting as of the eighteenth day of November two thousand and nineteen up to and including the seventeenth day of November two thousand and twenty -six, instead of a surcharge on the preference B shares of a maximum of one hundred and seventy -five (175) base points, the surcharge is set on: two hundred and thirty - six point eight (236.8) base points.
Article 29 of the Articles of Association concerning payment in shares or from the reserves states:

1. The General Meeting may, at the proposal of the Executive Board and with the approval of the Supervisory Board, decide to distribute a dividend on ordinary shares in whole or in part in shares of the company and not in cash.
2. The General Meeting may decide to make a distribution on ordinary shares, in whole or in part, in shares of the company and not in cash.
3. In the event of a merger of a Subsidiary of the company, the General Meeting will have the authority to issue shares from one or more of the company's reserves, which do not need to be retained pursuant to the law or these Articles of Association.

independent auditor's report

To the shareholders and the Supervisory Board of Randstad N.V.

report on the audit of the financial statements 2022 included in the annual report

our opinion

We have audited the accompanying financial statements 2022 of Randstad N.V. (the Company), based in Amsterdam. The financial statements comprise the consolidated financial statements and the company financial statements as set out on pages 200 to 263 of the annual report.

In our opinion:
- The accompanying consolidated financial statements give a true and fair view of the financial position of Randstad N.V. as at December 31, 2022, and of its result and its cash flows for 2022 in accordance with International Financial Reporting Standards as adopted by the European Union (EU-IFRS) and with Part 9 of Book 2 of the Dutch Civil Code.
- The accompanying company financial statements give a true and fair view of the financial position of Randstad N.V. as at December 31, 2022, and of its result for 2022 in accordance with Part 9 of Book 2 of the Dutch Civil Code.

The consolidated financial statements comprise:
1. The consolidated statement of financial position as at December 31, 2022.
2. The following statements for 2022: the consolidated statement of comprehensive income, the consolidated statement of cash flows and the consolidated statement of changes in equity.
3. The notes comprising a summary of the significant accounting policies and other explanatory information.

The company financial statements comprise:
1. The company income statement for 2022.
2. The company statement of financial position as at December 31, 2022.
3. The notes comprising a summary of the accounting policies and other explanatory information.

basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. Our responsibilities under those standards are further described in the "Our responsibilities for the audit of the financial statements" section of our report.

We are independent of Randstad N.V. in accordance with the EU Regulation on specific requirements regarding statutory audit of public-interest entities, the Wet toezicht accountantsorganisaties (Wta, Audit firms supervision act), the Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore, we have complied with the Verordening gedrags- en beroepsregels accountants (VGBA, Dutch Code of Ethics).

We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

information in support of our opinion

We designed our audit procedures in the context of our audit of the financial statements as a whole and in forming our opinion thereon. The information as included in the following paragraphs supporting our opinion was addressed in this context, and we do not provide a separate opinion or conclusion on these matters.

→ other information.

materiality

Based on our professional judgement we determined the materiality for the financial statements as a whole at € 60 million (2021: € 50 million). Materiality is based on a percentage of profit before tax.

We have also taken into account misstatements and/or possible misstatements that in our opinion are material for the users of the financial statements for qualitative reasons.

Audits of the components were performed using materiality levels determined by the judgement of the group engagement team, taking into account the materiality of the financial statements as a whole and the reporting structure within the group. Component performance materiality did not exceed € 25 million.

We agreed with the Supervisory Board that misstatements in excess of € 3 million, which are identified during the audit, would be reported to them, as well as smaller misstatements that in our view must be reported on qualitative grounds.

scope of the group audit

Randstad N.V. is at the head of a group of entities. The financial information of this group is included in the consolidated financial statements of Randstad N.V.

In establishing the overall group audit strategy and plan, we determined the type of work that needed to be performed at the components by the group engagement team and by the auditors of components. We directed and supervised the work of component auditors as part of the group audit.

Where the work was performed by component auditors, we determined the level of involvement we needed to have in the audit work at those components to be able to conclude whether sufficient appropriate audit evidence was obtained as a basis for our opinion on the group financial statements as a whole. For each component we determined whether we required an audit of their complete financial information or whether other procedures would be sufficient. The following components were subject to a full scope audit: the United States, France, the Netherlands, Germany, Belgium, Italy, Spain, United Kingdom, Sweden, Japan, and Australia. In most cases, these components were selected because of their financial contribution to the group's revenue or assets. Canada and Switzerland were in specified account balance scope. The group engagement team visited the United States, France, the Netherlands, Belgium, Italy and Switzerland and held online sessions with local management and auditors of several other key locations.

In addition, we performed review procedures or specified audit procedures at other components.

Our group audit scoping resulted in the following coverage:

audit coverage

Audit coverage of consolidated revenues	84%
Audit coverage of consolidated assets	81%

The group consolidation, financial statement disclosures and certain centrally coordinated accounting topics were audited by the group engagement team at head office. These subjects included among others the annual goodwill impairment test.

By performing the procedures mentioned above at group entities, together with additional procedures at group level, we have been able to obtain sufficient and appropriate audit evidence about the group's financial information to provide an opinion about the consolidated financial statements.

scope of fraud and non-compliance with laws and regulations

In accordance with Dutch Standards on Auditing, we are responsible for obtaining reasonable assurance that the financial statements taken as a whole are free from material misstatements, whether due to fraud or error. Non-compliance with law and regulation may result in fines, litigation, or other consequences for the group that may have a material effect on the financial statements.

audit approach fraud risks

We identified and assessed the risks of material misstatements of the financial statements due to fraud. During our audit we obtained an understanding of the entity and its environment and the components of the system of internal control, including the risk assessment process and management's process for responding to the risks of fraud and monitoring the system of internal control and how the supervisory board exercises oversight, as well as the outcomes. We refer to section 'Risk and Opportunity Management' of the management report for management's fraud risk assessment. We evaluated Randstad's fraud risk assessment and made inquiries with management, those charged with governance and others within the group, including but not limited to, Business Risk & Audit Function and Global Financial Reporting & Corporate Accounting. We evaluated several fraud risk factors to consider whether those factors indicated a risk of material misstatement due to fraud. We involved our forensic specialists in our risk assessment and in determining the audit response.

We evaluated the design and relevant aspects of the system of internal control and in particular Randstad's fraud risk assessment, as well as, among others, the code of conduct, whistle blower procedures and incident registration. We evaluated the design and the implementation and, where considered appropriate, tested the operating effectiveness, of internal controls designed to mitigate fraud risks. As part of our process of identifying fraud risks, we evaluated fraud risk factors with respect to financial reporting fraud, misappropriation of assets and bribery and corruption in close co-operation with our forensic specialists. We evaluated whether these factors indicate that a risk of material misstatement due to fraud is present.

Following these procedures, and the presumed risks under the prevailing auditing standards, we considered the fraud risks in relation to management override of controls, including evaluating whether there was evidence of bias by the Executive Board and other members of management, which may represent a risk of material misstatement due to fraud.

As part of our audit procedures to respond to these risks, we evaluated whether the selection and application of accounting policies by the group, particularly those related to subjective measurements and complex transactions, may be indicative of fraudulent financial reporting. We tested the appropriateness of journal entries recorded in the general ledger and other adjustments made in the preparation of the financial statements. We incorporated elements of unpredictability in our audit. We also considered the outcome of our other audit procedures and evaluated whether any findings were indicative of fraud or non-compliance.

We evaluated whether the judgments and decisions made by management in making the accounting estimates included in the financial statements indicate a possible bias that may represent a risk of material misstatement due to fraud. Management insights, estimates and assumptions that might have a major impact on the financial statements are disclosed in note 4 of the financial statements. We performed a retrospective review of management judgments and assumptions related to significant accounting estimates reflected in prior year financial statements. Impairment testing of intangible assets is a significant area to our audit as the determination whether these assets are not carried at more than their recoverable amounts is subject to significant management judgment. Reference is made to the section "Our key audit matters". For significant transactions such as the acquisition of Finite Group, we evaluated whether the business rationale of the transactions suggests that they may have been entered into to engage in fraudulent financial reporting.

This all did not lead to indications for fraud potentially resulting in material misstatements.

→ other information.

audit approach compliance with laws and regulations

We assessed the laws and regulations relevant to Randstad through discussion with representatives of several departments (amongst others Group Financial Reporting, Global Legal, Global Tax), the Privacy and Security Officer and reading minutes and reports of Business Risk & Audit Function.

As a result of our risk assessment procedures, and while realizing that the effects from non-compliance could considerably vary, we considered the following laws and regulations:

- Adherence to (corporate) tax law and financial reporting regulations
- The requirements under International Financial Reporting Standards as adopted by the European Union (EU-IFRS) and Part 9 of Book 2 of the Dutch Civil Code with a direct effect on the financial statements as an integrated part of our audit procedures, to the extent material for the related financial statements.

Apart from these, the group is subject to other laws and regulations where the consequences of non-compliance could have a material effect on amounts and/or disclosures in the financial statements, for instance, through imposing fines or litigation. Given the nature of Randstad's business we considered the risk of non-compliance in the areas of data protection, health & safety, competition and employment laws. In addition, we considered major laws and regulations applicable to listed companies.

Our procedures are more limited with respect to these laws and regulations that do not have a direct effect on the determination of the amounts and disclosures in the financial statements. Compliance with these laws and regulations may be fundamental to the operating aspects of the business, to Randstad's ability to continue its business, or to avoid material penalties and therefore non-compliance with such laws and regulations may have a material effect on the financial statements. Our responsibility is limited to undertaking specified audit procedures to help identify non-compliance with those laws and regulations that may have a material effect on the financial statements. Our procedures are limited to (i) inquiry of management, the Supervisory Board, the Executive Board and others within group as to whether group is in compliance with such laws and regulations and (ii) inspecting correspondence to help identify non-compliance with those laws and regulations that may have a material effect on the financial statements. Naturally, we remained alert to indications of (suspected) non-compliance throughout the audit.

Finally, we obtained written representations that all known instances of (suspected) fraud or non-compliance with laws and regulations have been disclosed to us.

audit approach going concern

Our responsibilities, as well as the responsibilities of the Executive Board and the Supervisory Board, are outlined under the prevailing standards in the "Description of responsibilities regarding the financial statements" section below. The Executive Board has assessed the going concern assumption, as part of the preparation of the consolidated financial statements, and as disclosed in the Financial Statements (note 2.1, basis for preparation). The Executive Board believes that no events or conditions give rise to doubt about the ability of the group to continue in operation of at least twelve months after the adoption of the financial statements.

We have obtained management's assessment of the entity's ability to continue as a going concern, and have assessed the going concern assumption applied. As part of our procedures, we evaluated whether sufficient appropriate audit evidence has been obtained regarding, and have concluded on, the appropriateness of management's use of the going concern basis of accounting in the preparation of the consolidated financial statements. Based on these procedures, we did not identify any reportable findings related to the entity's ability to continue as a going concern.

our key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements. We have communicated the key audit matters to the Supervisory Board.

The key audit matter is not a comprehensive reflection of all matters discussed. The matter considered as key to our audit is consistent with the key audit matter identified in the prior year.

The key audit matter is addressed in the context of our audit of the financial statements as a whole and in forming our opinion thereon, and we do not provide a separate opinion on this matter.

key audit matter	how the key audit matter was addressed in the audit
goodwill description On 31 December 2022 Randstad's goodwill carrying value is € 3,136 million (2021: € 3,047 million). Under EU-IFRS, Randstad is required to perform an impairment test of goodwill annually or where there is an indication of impairment. The annual impairment test was significant to our audit because the assessment process involves management judgement and is based on assumptions that are affected by expected future market and economic conditions. The company's annual impairment test resulted in the conclusion that no impairment was needed for 2022. Due to the significance of the goodwill balance and the management's judgments in the impairment test, we considered goodwill a key audit matter. We have pinpointed the risk to those cash generating units which were most sensitive thus where the headroom between the carrying value of the goodwill and the recoverable value is such that a reasonable change in the assumptions or estimated cash flows could result in an impairment. The key assumptions and sensitivities are disclosed in note 5 to the consolidated financial statements.	Our audit procedures included obtaining an understanding of management's impairment tests and testing of relevant controls. Our audit procedures mainly comprised of substantive audit procedures. We involved our valuation experts to assist us in evaluating the assumptions and methodologies used in the impairment tests prepared by the company. We challenged management's assumptions that were most sensitive including projected revenue growth over the forecasted period, EBITA margin and discount rate. Our procedures included corroborating management's judgements and estimates by comparing the assumptions to historic performance, future outlooks, analyst reports and taking into account the effects of the current global macro-economic and geopolitical developments, if any. We evaluated the sensitivity of changes to the respective assumptions on the outcome of the impairment assessment. As part of our audit procedures we have paid specific attention to operating segments that are most sensitive to changes in assumptions and determined that the disclosure in note 5 adequately reflects such sensitivity. observation The scope and nature of the procedures performed were appropriate and sufficient to address the risks of material misstatement in relation to goodwill. Our procedures did not result in any reportable material matters.

report on the other information included in the annual report

In addition to the financial statements and our auditor's report thereon, the annual report contains other information that consists of:

- Management Report.
- Other Information as required by Part 9 of Book 2 of the Dutch Civil Code.
- Other information as included in the annual report.

Based on the following procedures performed, we conclude that the other information:

- Is consistent with the financial statements and does not contain material misstatements.
- Contains the information as required by Part 9 of Book 2 of the Dutch Civil Code.

We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing these procedures, we comply with the requirements of Part 9 of Book 2 of the Dutch Civil Code and the Dutch Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements.

Management is responsible for the preparation of the other information, including the Management Report in accordance with Part 9 of Book 2 of the Dutch Civil Code, and the other information as required by Part 9 of Book 2 of the Dutch Civil Code.

report on other legal and regulatory requirements and ESEF

engagement

We were appointed by the general meeting of shareholders as auditor of Randstad N.V. on April 3, 2014, as of the audit for the year 2015 and have operated as statutory auditor ever since that financial year.

no prohibited non-audit services

We have not provided prohibited non-audit services as referred to in Article 5(1) of the EU Regulation on specific requirements regarding statutory audit of public-interest entities.

european single electronic reporting format (ESEF)

Randstad N.V. has prepared its annual report in ESEF. The requirements for this are set out in the Commission Delegated Regulation (EU) 2019/815 with regard to regulatory technical standards on the specification of a single electronic reporting format (hereinafter: the RTS on ESEF).

In our opinion, the annual report, prepared in XHTML format, including the marked-up consolidated financial statements, as included in the reporting package by the group complies in all material respects with the RTS on ESEF.

Management is responsible for preparing the annual report including the financial statements in accordance with RTS on ESEF, whereby management combines the various components into a single reporting package.

Our responsibility is to obtain reasonable assurance for our opinion whether the annual report in this reporting package complies with the RTS on ESEF.

We performed our examination in accordance with Dutch law, including Dutch Standard 3950N ‘Assurance-opdrachten inzake het voldoen aan de criteria voor het opstellen van een digitaal verantwoordingsdocument’ (assurance engagements relating to compliance with criteria for digital reporting).

→ other information.

Our examination included amongst others:
- Obtaining an understanding of the company's financial reporting process, including the preparation of the reporting package.
- Identifying and assessing the risks that the annual report does not comply in all material respects with the RTS on ESEF and designing and performing further assurance procedures responsive to those risks to provide a basis for our opinion, including:
  - obtaining the reporting package and performing validations to determine whether the reporting package containing the Inline XBRL instance and the XBRL extension taxonomy files has been prepared in accordance with the technical specifications as included in the RTS on ESEF;
  - examining the information related to the consolidated financial statements in the reporting package to determine whether all required mark-ups have been applied and whether these are in accordance with the RTS on ESEF.

description of responsibilities regarding the financial statements

responsibilities of management and the supervisory board for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with EU-IFRS and Part 9 of Book 2 of the Dutch Civil Code. Furthermore, management is responsible for such internal control as management determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the financial statements, management is responsible for assessing Randstad's ability to continue as a going concern. Based on the financial reporting frameworks mentioned, management should prepare the financial statements using the going concern basis of accounting unless management either intends to liquidate Randstad or to cease operations, or has no realistic alternative but to do so.

Management should disclose events and circumstances that may cast significant doubt on Randstad's ability to continue as a going concern in the financial statements.

The Supervisory Board is responsible for overseeing Randstad's financial reporting process.

our responsibilities for the audit of the financial statements

Our objective is to plan and perform the audit assignment in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not detect all material errors and fraud during our audit.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

We have exercised professional judgement and have maintained professional skepticism throughout the audit, in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements. Our audit included amongst others:
- Identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Randstad's internal control.
- Evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Concluding on the appropriateness of management's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Randstad's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause Randstad to cease to continue as a going concern.
- Evaluating the overall presentation, structure and content of the financial statements, including the disclosures.
- Evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Because we are ultimately responsible for the opinion, we are also responsible for directing, supervising and performing the group audit. In this respect we have determined the nature and extent of the audit procedures to be carried out for group entities. Decisive were the size and/or the risk profile of the group entities or operations. On this basis, we selected group entities for which an audit or review had to be carried out on the complete set of financial information or specific items.

We communicate with the Executive Board and the Supervisory Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identified during our audit. In this respect we also submit an additional report to the audit committee in accordance with Article 11 of the EU Regulation on specific requirements regarding statutory audit of public-interest entities. The information included in this additional report is consistent with our audit opinion in this auditor's report.

We provide the Supervisory Board with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with the Supervisory Board, we determine the key audit matters: those matters that were of most significance in the audit of the financial statements. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, not communicating the matter is in the public interest.

Amsterdam, February 13, 2023

Deloitte Accountants B.V.

B.C.J. Dielissen

limited assurance report of the independent auditor on Randstad's sustainability information

To the shareholders and the Supervisory Board of Randstad N.V.

our conclusion

We have reviewed the sustainability information included in the ESG Reporting chapter (page 131 - 156) in the accompanying annual report for year 2022 of Randstad N.V. based in Amsterdam. A review is aimed at obtaining a limited level of assurance.

Based on the review procedures performed nothing has come to our attention that causes us to believe that the sustainability information for year 2022 has not been prepared, in all material respects, in accordance with the reporting criteria as included in the section 'reporting criteria'.

The sustainability information is included in the ESG Reporting chapter (page 131 - 156) of the annual report. The EU Taxonomy regulation disclosure included on page 145 and the Scope 3 Purchased goods and services KPI as disclosed on page 144 of the annual report are excluded from the limited assurance scope.

basis for our conclusion

We have performed our review of the sustainability information in accordance with Dutch law, including the Dutch Standard 3000A 'Assurance-opdrachten anders dan opdrachten tot controle of beoordeling van historische financiële informatie (attest-opdrachten)' (Assurance engagements other than audits or review engagements of financial statements (attestation engagements). Our responsibilities under this standard are further described in the section 'Our responsibilities for the review of the sustainability information' of our report.

We are independent of Randstad N.V. in accordance with the 'Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten' (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence). This includes that we do not perform any activities that could result in a conflict of interest with our independent assurance engagement. Furthermore we have complied with the 'Verordening gedrags- en beroepsregels accountants' (VGBA, Dutch code of ethics).

We believe that the assurance evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

reporting criteria

The reporting criteria used for the preparation of the sustainability information are the Sustainability Reporting Standards of the Global Reporting Initiative (GRI Standards) and the applied supplemental reporting criteria as disclosed on page 138 to 142 of the annual report.

The sustainability information is prepared with reference to the GRI Standards. The GRI Standards used are listed in the GRI Content Index as disclosed on pages 284 to 286 of the annual report.

The absence of an established practice on which to draw, to evaluate and measure non-financial information allows for different, but acceptable, measurement techniques and can affect comparability between entities and over time.

Consequently, the sustainability information needs to be read and understood together with the reporting criteria used.

→ other information.

materiality

Based on our professional judgement we determined materiality levels for each relevant part of the sustainability information and for the sustainability information as a whole. When evaluating our materiality levels, we have taken into account quantitative and qualitative considerations as well as the relevance of information for both stakeholders and the company.

We agreed with the Supervisory Board that misstatements which are identified during the review and which in our view must be reported on quantitative or qualitative grounds, would be reported to them.

scope of the review of the group

Randstad N.V. is the parent company of a group of entities. The sustainability information incorporates the consolidated information of this group of entities to the extent as specified in the ESG Reporting chapter (page 131 - 156) as included in the annual report.

Our group review procedures consisted of both review procedures at corporate (consolidated) level and at site level. Our selection of sites in scope of our review procedures is primarily based on the site's individual contribution to the consolidated information. Furthermore, our selection of sites considered relevant reporting risks and geographical spread.

By performing our review procedures at site level, together with additional review procedures at corporate level, we have been able to obtain sufficient and appropriate assurance evidence about the group's sustainability information to provide a conclusion about the sustainability information.

unaudited and unreviewed corresponding information

No audit or review has been performed on the sustainability information for the periods 2019 and 2020. Consequently, the corresponding sustainability information and thereto related disclosures for the period 2019 and 2020 are excluded from the limited assurance scope.

limitations to the scope of our review

The sustainability information includes prospective information such as ambitions, strategy, plans, expectations and estimates.

Page 79 of the annual report includes information based on climate-related scenarios that is subject to inherent uncertainty because of incomplete scientific and economic knowledge about the likelihood, timing or effect of possible future climate-related impacts . Inherent to this prospective information the actual future results are uncertain. We do not provide any assurance on the assumptions and achievability of prospective information in the sustainability information.

The references to external sources or websites in the sustainability information are not part of the sustainability information as reviewed by us. We therefore do not provide assurance on this information.

Our conclusion is not modified in respect to these matters.

responsibilities of the executive board and the supervisory board for the sustainability information

The management is responsible for the preparation of reliable and adequate sustainability information in accordance with these reporting criteria as included in the section 'reporting criteria', including the identification of stakeholders and the definition of material matters. Management is also responsible for selecting and applying the reporting criteria and for determining that these reporting criteria are suitable for the legitimate information needs of stakeholders, taking into account applicable law and regulations related to reporting. The choices made by management regarding the scope of the sustainability information and the reporting policy are summarised in the pages 138 and 142 of the annual report. Furthermore, the management is responsible for such internal control as it determines is necessary to enable the preparation of the sustainability information that is free from material misstatement, whether due to error or fraud.

The Supervisory Board is responsible for overseeing the reporting process of Randstad N.V.

our responsibilities for the review of the sustainability information

Our responsibility is to plan and perform the review engagement in a manner that allows us to obtain sufficient and appropriate assurance evidence for our conclusion.

Procedures performed to obtain a limited level of assurance are aimed to determine the plausibility of information and vary in nature and timing from, and are less in extent, than for a reasonable assurance engagement. The level of assurance obtained in review is therefore substantially less than the assurance obtained in an audit.

We apply the 'Nadere voorschriften kwaliteitssystemen' (NVKS, Regulations for Quality management systems) and accordingly maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and other relevant legal and regulatory requirements.

Our review included amongst others:

- Performing an analysis of the external environment and obtaining an understanding of relevant sustainability themes and issues, and the characteristics of the company;
- Evaluating the appropriateness of the reporting criteria used, their consistent application and related disclosures in the sustainability information. This includes the evaluation of the results of the stakeholders' dialogue and the reasonableness of estimates made by management;
- Obtaining through inquiries a general understanding of control environment, processes and information systems relevant to the preparation of the sustainability information in order to design assurance procedures that are appropriate in the circumstances, but did not obtain evidence about their implementation or test their operating effectiveness;
- Identifying areas of the sustainability information with a higher risk of misleading or unbalanced information or material misstatements, whether due to fraud or error;
- Designing and performing further assurance procedures aimed at determining the plausibility of the sustainability information responsive to this risk analysis. These procedures consisted amongst others of:
  - Interviewing management and/or relevant staff at corporate and local level responsible for the sustainability strategy, policy and results;
  - Interviewing relevant staff responsible for providing the information for, carrying out internal control procedures on, and consolidating the data in the sustainability information;
  - Performing an analytical review of the data and trends in the information submitted for consolidation at corporate level;
  - Determining the nature and extent of the review procedures for the group components and locations. For this, the nature, extent and/or risk profile of these components are decisive. Based thereon we selected the components and locations to request supporting documents. These procedures are aimed at, on a local level, validating source data and evaluating the design of internal controls and validation procedures;
  - Obtaining assurance evidence that the sustainability information reconciles with underlying records of the company;
  - Reviewing, on a limited test basis, relevant internal and external documentation;
- Evaluating the overall presentation and content of the sustainability information;
- Assessing whether the sustainability information complies with the applied reporting criteria as disclosed in the annual report;
- Considering whether the sustainability information as a whole, including the disclosures, reflects the purpose of the reporting criteria used.

We communicate with the Supervisory Board regarding, among other matters, the planned scope and timing of the review and significant findings that we identify during our review.

→ other information.

Amsterdam, February 13, 2023
Deloitte Accountants B.V.

B.C.J. Dielissen



appendix.

282 ten years of randstad
284 GRI content index
287 global compact index
288 our key brands
289 global sustainability and industry memberships and partnerships
290 certifications, rankings and awards
295 material topic definitions
298 glossary
304 countries and entities

ten years of randstad.

amounts in millions of €, unless stated otherwise	2022	2021	2020	2019	restated 2018[1]
Revenue	27,568	24,635	20,718	23,676	23,812
Growth %	11.9%	18.9%	(12.5)%	(0.6)%	2.3%
Gross profit[2]	5,751	4,896	3,948	4,705	4,701
EBITDA[2]	1,467	1,412	898	1,278	1,355
EBITA[2]	1,164	1,086	579	977	1,061
Operating profit[2]	1,137	1,033	384	859	842
Net income	929	768	304	606	708
Growth %	21.0%	152.6%	(49.8)%	(14.4)%	12.2%
Net cash flow from operations	1,073	914	1,462	1,269	974
Free cash flow	739	590	1,132	915	627
Shareholders' equity	4,914	4,901	4,668	4,472	4,446
(Net cash)/net debt, excluding lease liabilities	272	(179)	-333	756	985
Net debt, including lease liabilities	870	415	255	1,377	1,640
Operating working capital, excluding lease liabilities[3]	1,239	997	658	1,011	1,009
Market capitalization, year-end	10,424	11,047	9,759	9,979	7,349
Number of ordinary shares outstanding (avg in millions)	183.0	184.0	183.2	183.2	183.1
Closing price (in €)	57.0	60.04	53.24	54.44	40.09
Ratios in % of revenue					
Gross profit[2]	20.9%	19.9%	19.1%	19.9%	19.7%
EBITDA[4]	5.3%	5.7%	4.3%	5.4%	5.7%
EBITA[2]	4.2%	4.4%	2.8%	4.1%	4.5%
Operating profit[2]	4.1%	4.2%	1.9%	3.6%	3.5%
Net income	3.4%	3.1%	1.5%	2.6%	3.0%
Basic earnings per ordinary share (€)	5.04	4.13	1.62	3.24	3.80
Diluted earnings per ordinary share (€)	5.02	4.10	1.61	3.23	3.79
Basic earnings per ordinary share, underlying (€)[5]	5.69	4.39	2.57	4.18	4.55
Regular dividend per ordinary share (€)	2.85	2.19	1.62	-	2.27
Payout regular dividend per ordinary share (in %)[6]	50%	50%	63%	-	50%
Total dividend per ordinary share (€)[7]	2.85	5.00	3.24	-	3.38
Payout total dividend per ordinary share (in %)[6]	50%	114%	126%	-	74%
Non-financials[8]					
Number of branches, year-end	2,622	2,764	2,752	2,761	2,827
Number of inhouse locations, year-end	2,086	2,163	1,963	2,100	1,999
Average number of corporate employees	46,190	39,530	34,680	38,280	38,820
Average number of candidates working	662,600	653,300	568,800	649,000	670,900
Number of permanent placements	342,652	276,100	202,800	260,700	262,500
% of women in senior leadership positions	50%	50%	51%	47%	48%
Number of candidates trained	374,900	406,400	313,600	330,500	306,000
Number of employees trained	49,000	45,600	32,000	34,300	29,200

1 2018 figures have been restated for the effects from the implementation of IFRS 16 Leases; prior years have not been restated.
2 The results as presented in this overview are actual results. As such, they have not been adjusted for one-offs, integration costs or acquisition-related expenses.
3 Operating working capital (as from 2013): trade and other receivables minus the current part of financial fixed assets, deferred receipts from disposed Group companies, and interest receivable minus trade and other payables, excluding interest payable.
4 The results as presented in this overview are actual results. As such, they have not been adjusted for one-offs, integration costs or acquisition-related costs.
5 Before amortization and impairment of acquisition-related intangible assets and goodwill, integration costs, and one-offs. Basis for dividend since 2012.
6 Payout per ordinary share in %: dividend per ordinary share on basic earnings per ordinary share adjusted for the net effect of amortization and impairment of acquisition-related intangible assets and goodwill, integration costs, acquisition-related costs, and one-offs.
7 In line with our existing capital allocation policy, in addition to regular dividend, Randstad proposed a share buy back programme of ~€ 400 million over FY 2022.
8 Non-financial data have been measured and reported since 2012, except for the number of employees and candidates trained, for which 2018 was the first year of measurement.

ten years of randstad (continued).

amounts in millions of €, unless stated otherwise	2017[1]	2016[1]	2015[1]	2014[1]	2013[1]
Revenue	23,273	20,684	19,219	17,250	16,568
Growth %	12.5%	7.6%	11.4%	4.1%	(3.0)%
Gross profit[2]	4,706	3,935	3,595	3,178	3,010
EBITDA[2]	1,081	966	897	726	598
EBITA[3]	994	892	832	661	530
Operating profit[2]	860	791	705	515	366
Net income	631	588	519	340	231
Growth %	7.3%	13.4%	52.5%	47.4%	528.6%
Net cash flow from operations	688	560	566	558	341
Free cash flow	586	465	499	488	293
Shareholders' equity	4,250	4,140	3,862	3,313	2,908
Net debt, excluding lease liabilities	1,026	793	173	422	761
Net debt, including lease liabilities					
Operating working capital, excluding lease liabilities[4]	890	712	621	488	460
Market capitalization, year-end	9,390	9,431	10,529	7,215	8,366
Number of ordinary shares outstanding (avg in millions)	183.1	182.7	181.7	178.9	175.5
Closing price (in €)	51.24	51.53	57.53	40.06	47.15
Ratios in % of revenue					
Gross profit[2]	20.2%	19.0%	18.7%	18.4%	18.2%
EBITDA[2]	4.6%	4.7%	4.7%	4.2%	3.6%
EBITA[2]	4.3%	4.3%	4.3%	3.8%	3.2%
Operating profit[3]	3.7%	3.8%	3.7%	3.0%	2.2%
Net income	2.7%	2.8%	2.7%	2.0%	1.4%
Basic earnings per ordinary share (€)	3.38	3.15	2.79	1.83	1.25
Diluted earnings per ordinary share (€)	3.36	3.13	2.76	1.81	1.23
Basic earnings per ordinary share, underlying (€)[5]	4.13	3.77	3.35	2.57	2.09
Regular dividend per ordinary share (€)	2.07	1.89	1.68	1.29	0.95
Payout regular dividend per ordinary share (in %)[6]	50%	50%	50%	50%	45%
Total dividend per ordinary share (€)[7]	2.76	1.89	1.68	1.29	0.95
Payout total dividend per ordinary share (in %)[6]	67%	50%	50%	50%	45%
Non-financials[8]					
Number of branches, year-end	2,900	2,974	2,750	2,816	3,161
Number of inhouse locations, year-end	1,958	1,778	1,723	1,595	1,426
Average number of corporate employees	37,930	32,280	29,750	28,720	28,030
Average number of candidates working	668,800	626,300	597,400	580,300	567,700
Number of permanent placements	212,200	183,900	120,300	105,400	85,650
% of women in senior leadership positions	47%	45%	46%	45%	43%
Number of candidates trained	-	-	-	-	-
Number of employees trained	-	-	-	-	-

1 Not restated.
2 The results as presented in this overview are actual results. As such, they have not been adjusted for one-offs, integration costs or acquisition-related expenses.
3 The results as presented in this overview are actual results. As such, they have not been adjusted for one-offs, integration costs or acquisition-related costs.
4 Operating working capital (as from 2013): trade and other receivables minus the current part of financial fixed assets, deferred receipts from disposed Group companies, and interest receivable minus trade and other payables, excluding interest payable.
5 Before amortization and impairment of acquisition-related intangible assets and goodwill, integration costs, and one-offs. Basis for dividend since 2012.
6 Payout per ordinary share in %: dividend per ordinary share on basic earnings per ordinary share adjusted for the net effect of amortization and impairment of acquisition-related intangible assets and goodwill, integration costs, acquisition-related costs, and one-offs.
7 In line with our existing capital allocation policy, in addition to regular dividend, Randstad proposed a share buy back programme of ~€ 400 million over FY 2022.
8 Non-financial data have been measured and reported since 2012, except for the number of employees and candidates trained, for which 2018 was the first year of measurement.

GRI content index.

statement of use	Randstad N.V. has reported with reference to the GRI universal standards for the period starting 1 January 2022 and ending 31 December 2022
GRI 1 used	GRI 1: Foundation 2021
no applicable GRI sector standards	

GRI standard	disclosure		page reference
general disclosures			
GRI 2: general disclosures 2021	2-1	Organizational details	General information (see page 204) About Randstad (see page 16) Our global presence (see page 12) Listing and indices (see page 89)
	2-2	Entities included in the organization's sustainability reporting	General information (see page 204) Subsidiaries (see page 251) About this report (see page 5)
	2-3	Reporting period, frequency and contact point	Annually About this report (see page 5) Colophon (see page 308)
	2-4	Restatements of information	n.a.
	2-5	External assurance	About this report (see page 5) Limited assurance report of the independent auditor (see page 276)
	2-6	Activities, value chain and other business relationships	About Randstad (see page 16) Key financials (see page 14) Key non-financials (see page 15) Our global presence (see page 12) Strong concepts (see page 20) Capital structure (see page 87) Market performance (see page 102) Sustainable supply chain management (see page 81) Consolidated statement of financial position (see page 201)
	2-7	Employees	Our value for employees (see page 58) ESG reporting - social performance (see page 146)
	2-8	Workers who are not employees	Our value for employees (see page 58) ESG reporting - KPIs and measuring methodologies (see page 138) ESG reporting - social performance (see page 146)
	2-9	Governance structure and composition	Corporate governance (see page 160) Report of the Supervisory Board (see page 172) Executive Board biographies (see page 168) Supervisory Board biographies (see page 170)
	2-10	Nomination and selection of the highest governance body	Corporate governance (see page 160)
	2-11	Chair of the highest governance body	Corporate governance (see page 160)
	2-12	Role of the highest governance body in overseeing the management of impacts	Corporate governance (see page 160)
	2-13a.i	Delegation of responsibility for managing impacts	Corporate governance (see page 160)
	2-14	Role of the highest governance body in sustainability reporting	Key material topics (see page 41)
	2-15	Conflicts of interest	Legal transparency obligations (see page 165) Corporate governance (see page 160) Report of the Supervisory Board (see page 174)
	2-16	Communication of critical concerns	Risk and opportunity management (see page 116) ESG reporting - governance (see page 151) Report of the Supervisory Board (see page 175)
	2-17	Collective knowledge of the highest governance body	Corporate governance (see page 160) Report of the Supervisory Board (see page 174)
	2-18	Evaluation of the performance of the highest governance body	Report of the Supervisory Board (see page 174)

→ GRI content index.

GRI standard	disclosure		page reference
	2-19	Remuneration policies	Remuneration report (see page 182) Our value for employees (see page 58)
	2-20a.i 2-20a.iv	Process to determine remuneration	Remuneration report (see page 182) Our value for employees (see page 58)
	2-21	Annual total compensation ratio	ESG reporting - social performance (see page 146)
	2-22	Statement on sustainable development strategy	Our strategy (see page 30)
	2-23	Policy commitments	Core values and human forward principles (see page 19) Safeguarding labor and human rights (see page 70) Corporate policies and compliance (see page 72) Business ethics and integrity (see page 72) ESG reporting framework (see page 132) Global compact index (see page 287)
	2-24	Embedding policy commitments	Core values and human forward principles (see page 19) Safeguarding labor and human rights (see page 70) Corporate policies and compliance (see page 72) Business ethics and integrity (see page 72) ESG reporting framework (see page 132) Global compact index (see page 287)
	2-25	Processes to remediate negative impacts	Integrity and grievance mechanism (see page 72)
	2-26	Mechanisms for seeking advice and raising concerns	Integrity and grievance mechanism (see page 72)
	2-28	Membership associations	Policy and industry involvement (see page 76) Global sustainability and industry memberships and partnerships (see page 289)
	2-29	Approach to stakeholder engagement	Value creation model (see page 40) Key material topics (see page 41) Our value for talent (see page 46) Our value for clients (see page 53) Our value for employees (see page 58) Our value for society (see page 66) Our value for investors (see page 86) ESG reporting (see page 131)
	2-30	Collective bargaining agreements	ESG reporting - social performance (see page 146)
material topics			
GRI 3: material topics 2021	3-1	Process to determine material topics	About this report (see page 5) Key material topics (see page 41)
	3-2	List of material topics	About this report (see page 5) Key material topics (see page 41)
	3-3	Management of material topics	Our value for talent (see page 46) Our value for clients (see page 53) Our value for employees (see page 58) Our value for society (see page 66) ESG reporting - KPIs and measuring methodologies (see page 138)
GRI 201: economic performance 2016	201-1a.i	Direct economic value generated and distributed	Our value for investors (see page 86) Financial review (see page 94)
	201-2a.i 201-2a.iv	Financial implications and other risks and opportunities due to climate change	Risk and opportunity management
GRI 207: tax 2019	207-1	Approach to tax	Tax transparency and compliance (see page 81)
	207-2	Tax governance, control and risk management	Tax risk management (see page 121)
	207-3	Stakeholder engagement and management of concerns related to tax	Tax transparency and compliance (see page 81) Tax risk management (see page 121)
	207-4	Country-by-country reporting	ESG reporting - governance (see page 151)

→ GRI content index.

GRI standard	disclosure		page reference
GRI 302: energy 2016	302-1a 302-1b 302-1c.i 302-1c.ii 302-1e 302-1f	Energy consumption within the organization	ESG reporting - environment (see page 143)
GRI 305: emissions 2016	305-1	Direct (Scope 1) GHG emissions	ESG reporting - environment (see page 143)
	305-2	Energy indirect (Scope 2) GHG emissions	ESG reporting - environment (see page 143)
	305-3	Other indirect (Scope 3) GHG emissions	ESG reporting - environment (see page 143)
	305-5	Reduction of GHG emissions	ESG reporting - environment (see page 143)
GRI 306: waste 2020	306-3	Waste generated	ESG reporting - environment (see page 143)
GRI 401: employment 2016	401-1b	New employee hires and employee turnover	Our value for employees (see page 58) ESG reporting - social performance (see page 146)
GRI 403: occupational health and safety 2018	403-1	Occupational health and safety management system	Our value for talent (see page 49) Our value for employees (see page 64)
	403-2a	Hazard identification, risk assessment, and incident investigation	Our value for talent (see page 49)
	403-3	Occupational health services	Our value for talent (see page 49) Our value for employees (see page 64)
	403-5	Worker training on occupational health and safety	Our value for talent (see page 49) Our value for employees (see page 64)
	403-6	Promotion of worker health	Our value for employees (see page 64)
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Our value for talent (see page 49) Our value for employees (see page 64)
	403-9a.i 403-9b.i 403-9b.iii	Work-related injuries	Our value for talent (see page 49) Our value for employees (see page 64) ESG reporting - social performance (see page 146)
GRI 404: training and education 2016	404-1	Average hours of training per year per employee	ESG reporting - social performance (see page 146)
	404-2	Programs for upgrading employee skills and transition assistance programs	Our value for talent (see page 48) Our value for employees (see page 60)
GRI 405: diversity and equal opportunity 2016	405-1	Diversity of governance bodies and employees	Corporate governance (see page 163) Executive Board biographies (see page 168) Supervisory Board biographies (see page 170) Report of the Supervisory Board (see page 172) ESG reporting - social performance (see page 146)
GRI 406: non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	Our value for talent (see page 47) Our value for employees (see page 59)

global compact index.

global compact principles	reference
human rights	
1. Randstad supports and respects the protection of internationally proclaimed human rights	• Materiality matrix (see page 41) • Our value for society- human rights (see page 70) • Sustainability and industry memberships and partnerships (see page 289)
2. Randstad makes sure that it does not complicit in human rights abuses	• Materiality matrix (see page 41) • Our value for society - human rights (see page 70) • Sustainability and industry memberships and partnerships (see page 289)
labor and working conditions	
3. Randstad upholds the freedom of association of employees and their right to collective bargaining	• The world around us - regulatory environment in our markets (see page 27) • Our value for society - industry involvement (see page 76) • Our value for society - human rights (see page 70) • Certifications, rankings and awards (see page 290) • Highest randstad positions in industry associations (see page 149)
4. Randstad eliminates of all forms of forced and compulsory labor	• Our value for society - human rights (see page 70)
5. Randstad refrains child labor	• Our value for society - industry involvement (see page 76)
6. Randstad eliminates discrimination in respect of employment and occupation	• Our value for society - industry involvement (see page 76) • Our value for employees - attraction and selection (see page 59) • SDG commitments (see page 134) • Value for society - improving access to the labor market (see page 67) • Our value for society - corporate policies (see page 72) • Risk and opportunity management - concepts and best practices (see page 119)
environment	
7. Randstad supports a precautionary approach to environmental challenges	• Materiality matrix (see page 41) • Our value for society - corporate policies (see page 72) • ESG reporting - benchmarks (see page 133) • Our value for society - environmental protection (see page 78) • Sustainability and industry memberships and partnerships (see page 289)
8. Randstad undertakes initiatives to promote greater environmental responsibility	• Materiality matrix (see page 41) • Our value for society - corporate policies (see page 72) • ESG reporting - benchmarks (see page 133) • Our value for society - environmental protection (see page 78) • Sustainability and industry memberships and partnerships (see page 289)
9. Randstad encourages the development and diffusion of environmentally friendly technologies	• Materiality matrix (see page 41) • Our value for society - corporate policies (see page 72) • ESG reporting- benchmarks (see page 133) • Our value for society - environmental protection (see page 78) • Sustainability and industry memberships and partnerships (see page 289)
anti-corruption	
10. Randstad disputes corruption in all its forms, including extortion and bribery	• Our value for society - human rights (see page 70) • Our value for society - corporate policies (see page 72) • Risk and opportunity management - concepts and best practices (see page 119) • Sustainability and industry memberships and partnerships (see page 289)

our key brands.

randstad

Staffing, Professionals, and Inhouse Services
Geography: Global

randstad sourceright

Managed Services Programs (MSP) and Recruitment Process Outsourcing Randstad partners for all other service offerings
Geography: Global

randstad risesmart

Outplacement, talent mobility and career coaching
Geography: Global

MONSTER

Online talent acquisition, talent management and analytics solutions
Geography: Europe, North America

AUSY
a Randstad company.

IT and engineering consultancy, projects, outsourcing (SOW), and Professionals
Geography: Europe

expectra
by randstad.

Professionals
Geography: France

appel medical
by randstad.

Professionals recruitment, focus on healthcare
Geography: France

tempo team

Staffing and Inhouse Services
Geography: Netherlands, Belgium, Germany

YACHT
a Randstad company

Professionals, Inhouse Services, payrolling, and trainee programs
Geography: Netherlands

GULP
experts united

Professionals, focus on IT, engineering, finance & life science solutions
Geography: Germany

twago

MSP connected to freelance marketplace
Geography: Europe, North America

SPHERION™
STAFFING & RECRUITING

Staffing and Inhouse Services (franchise)
Geography: United States

global sustainability and industry memberships and partnerships.

The World Economic Forum (WEF) is an international NGO 'committed to improving the state of the world by engaging business, political, academic, and other leaders of society to shape global,regional and industry agendas'.

The World Employment Confederation is the voice of the recruitment and employment industry at global and European level. Through our membership, we advocate for recognition of our economic and social role in enabling work, job security, prosperity in our societies and social innovation.

The OECD Forum is one of the most influential annual global public policy events. It brings together high-level government representatives, CEOs, civil society leaders, trade unions, leading academics and the media to discuss the key economic and social challenges on the international agenda.

The International Organization of Employers is the largest network of the private sector in the world. Through our partnership, our contributions and perspectives are reflected in matters of international standards, business and human rights, CSR, occupational health and safety, and international industry relations.

Business at OECD (BIAC) stands for policies that enable businesses of all sizes to contribute to growth, economic development and prosperity. Through BIAC, national business and employers' federations and their members provide expertise to the OECD and governments for competitive economies, better business, and better lives.

Businesseurope is the leading advocate for growth at European level, standing up for companies across Europe and campaigning on the issues that most affect their performance. Through our Businesseurope membership, Randstad contributes to the world of work on a European and international level.

Bruegel is a European think tank created in Brussels in August 2004 as a private-sector non-profit association. It was set up as a partnership between European Union member states and leading European corporations to contribute to improving the quality of economic policy-making in Europe through open, fact-based and policy-relevant research, analysis, and discussion.

Brussels European Employee Relations Group (BEERG) is an information-sharing and networking group, with over 60 member companies headquartered in the EU, US, India and Japan. Through our membership, we discuss employment law and labor relations issues with other members and institutional stakeholders.

Our partnership with Voluntary Service Overseas combines our strengths and is driven by a common aim: to empower marginalized youth to attain decent and sustainable work. This can be achieved by sharing skills and expertise with local communities. VSO focuses on unlocking the power of people, bringing together local, national and international volunteers to work alongside marginalized and vulnerable communities to build generational change.

VNO-NCW, the Confederation of Netherlands Industry and Employers, represents the common interests of Dutch business, both at home and abroad. Members comprise over 160 trade and sector associations, representing more than 120,000 enterprises.

The Tent Partnership for Refugees works with businesses to develop and implement concrete commitments to support refugees, especially by hiring refugees, integrating them into supply chains, supporting refugee entrepreneurs, and delivering services to them.

The Living, Learning, Earning Longer initiative seeks to engage 50 employers in a learning collaborative to identify and share multi-generational, inclusive workforce practices.

certifications, rankings and awards.

ISO certificates

ISO 9001 certificate for quality management

- Randstad Argentina
- Randstad Australia (recognition of 20 Years' Certification, certified since 1994).
- Randstad Austria
- Randstad Belgium (Inhouse) and Tempo-Team Belgium (Staffing and Inhouse)
- Randstad Brazil
- Randstad Technologies Canada
- Randstad China
- Randstad France
- Randstad Germany (including Automotive, Outsourcing, GULP and Tempo-Team)
- Randstad Greece
- Randstad Hungary
- Randstad India
- Randstad Italy (Randstad Italia Spa, Randstad Group Italia Spa, Randstad HR Solutions Srl, Randstad Services Srl and Intempo Srl)
- Randstad Interim Luxembourg
- Randstad Group Netherlands
- Randstad New Zealand (recognition of 20 Years' Certification, certified since 1994)
- Randstad Norway
- Randstad Portugal (Staffing, Professionals, Outplacement, Contact Centers and Healthcare)
- Randstad Spain
- Randstad Sweden
- Randstad UK (including CPE, Public Services, RIS, Qualitar and BS)

ISO 14001 certificate for environmental management

- Randstad Brazil
- Randstad Gulp Germany
- Randstad Italy (Randstad Group Italia, Randstad Italia Spa, Intempo and Randstad HR Solutions)
- Randstad Group Netherlands
- Randstad Norway
- Randstad Spain
- Randstad Sweden

ISO 26000 certificate for social responsibility

- Randstad, Tempo-Team and Yacht in the Netherlands have been certified by MVO-Register for sustainability assurance based on ISO 26000, consulted by purchasing organizations.

ISO 27001 certificate for information security management systems

- Randstad China
- Randstad Italy (Randstad Group Italia spa)
- Randstad Group Netherlands (Randstad Groep Nederland, Randstad Nederland, Tempo-Team Group, Yacht Group Nederland, BMC Implementatie and BMC Advies)
- Randstad Greece
- Randstad GULP Solution Services Germany
- Randstad UK
- Randstad Spain (Randstad Learning)

ISO 45001 certificate occupational health & safety management systems

- Randstad Argentina
- Randstad Australia
- Randstad Brazil
- Randstad Germany, Randstad Outsourcing, Tempo Team Personaldienstleistung GmbH, Randstad Automotive, Tempo Team Engineering GmbH and GULP
- Randstad Italy (Randstad Services srl and Randstad HR Solutions)
- Randstad Spain

other certificates, rankings and awards

Randstad N.V.

- Only HR services provider included as a member in the Professional Services industry of the DJSI world index 2022.
- Included in the AEX ESG Index.
- Received confirmation of continued membership of the FTSE4Good Index Series.
- Awarded with 'gold' sustainability rating by EcoVadis.
- Received B rating by the Carbon Disclosure Project (CDP).
- Received low risk rating from Sustainalytics.
- Awarded with AA rating by MSCI ESG.
- Participated in Sedex benchmark.
- Participated in ISS-ESG benchmark.
- Participated in Moody's ESG benchmark.
- Participates in VBDO's Tax Transparency Benchmark.
- Participates in Dutch Transparency Benchmark.
- Six executives included in the Global Power 150 – Women in Staffing List 2022.

Randstad Argentina

- Randstad Argentina's CEO & President, Andrea Avila, is President of Red Argentina Pacto Global - United Nations.
- Randstad Argentina's CEO & President, Andrea Avila, is President of CAPE (Argentine Chamber of Private Employment).
- Early Adopter of the new version of the Communication of Progress of United Nations (only 15 companies in Argentina were selected as Early Adopters).
- Human Rights distinction by NGO Moverse.
- 'Companies committed to human rights' distinction by the Subsecretary of Human Rights of Buenos Aires city.
- Certification in two accelerator programs driven by Global Compact United Nations (SDG Ambition & Target Gender Equity).

Randstad Australia

- Randstad Australia has the AS/NZS 4801 accreditation (internationally known as OHSAS 18001). Recognition of 10 Years' Certification, certified since 2011.
- Randstad Australia won the 2022 Queensland Minister of Multicultural Affairs Award.
- Family Inclusive Workplace Certification (Founding Partner).
- Holds Labour Hire Licenses for all applicable states.
- Australian HR Awards - 2022 Excellence Award for Best Workplace Diversity & Inclusion Program.

Randstad Austria

- Randstad Austria holds the seal of approval 'Austria Gütezeichen AKÜ' from ÖQA Zertifizierungs GmbH.

Randstad Belgium

- Randstad Belgium and Randstad Construct Belgium are VCU certified.
- Tempo-Team Belgium and Randstad Belgium hold the Diversity label (Actiris -Brussels).
- Ausy and Randstad RiseSmart Belgium are certified Qfor, where VCU stands for 'Health and Safety' and Qfor for 'Quality training and consulting organizations'.
- Randstad RiseSmart Belgium is certified with the quality label RSS (Recruitment, Search & Selection) from Federgon.
- Randstad RiseSmart Belgium is certified with quality label Certo (outplacement) from Federgon and VDAB.
- Randstad Belgium RiseSmart received the award for Best HR Career Transition Company.
- Randstad Belgium won a Bronze Effie Award for the brand campaign promoting its online training courses.
- Randstad seized the opportunity of this crisis to profile itself as a partner for professional and personal growth.
- Randstad Belgium and Tempo-Team hold the Ecovadis label (silver).
- Randstad Belgium and Tempo-Team hold the CO^2 logic neutral distribution label for their postal and parcel deliveries.

Randstad Brazil

- Randstad Brazil was awarded again as a Great Place to Work® in 2022.

Randstad Canada

- Randstad Canada has received Silver parity certification from Women in Governance in 2022.
- Randstad Canada's CEO Marc-Etienne Julien was named in the Top 25 CEOs in Canada by Glassdoor.

Randstad China

- Randstad China won the top 100 institutions in Shanghai human resources service industry.
- Randstad Greater China was awarded the the Best HR Comprehensive Service Provider 2022 (Foreign/Joint Venture) by HRflag.
- Randstad Greater China won the Challenge Award of 2022SMART HR Supplier Conference from Smart.
- Randstad Greater China won Honor's Best Talent Delivery Award in 2022.
- Randstad Greater China won again the Best HR Solution Award 2022 from HRflag.

Randstad Czech Republic

- Randstad Czech Republic is awarded with the 'silver' sustainability rating by EcoVadis.

Randstad France

- Expectra, Appel Médical and JBM (SELECT T.T.) as well as Randstad France, Randstad France Inhouse obtained Top Employer 2022 certificate.
- Randstad France obtained the Ecovadis 'gold' medal in 2022.

Randstad Germany

- Randstad Germany has been certified by the German Sustainability Code (Deutscher Nachhaltigkeitskodex DNK).
- Randstad Germany: Certificate SCP:2011 employment agency.
- Selected locations of Randstad Germany have been certified under the law of employment promotion (§5 AZAV) by TüV Rheinland Cert GmbH for the scope of

application 'performance-related remunerated employment agency'.
- Randstad Germany has been awarded with the 'TÜV.com geprüfter Datenschutz' (certified data protection) by TÜV Rheinland.
- Randstad Germany won 'Best Recruiters' 21/22 Award: Top marks for recruiting activities.
- FKi Women's Career Index recognizes Randstad Germany as a women-friendly company.
- Randstad is listed in the genderdax.
- The BMEnet GmbH has again awarded GULP with the BMEnet seal of approval 'eSourcing/IT Service Provider'.
- GULP is listed with the Fair Company Initiative of the Handelsblatt newspaper.
- In 2022, Randstad Germany was the first staffing services company to sign the German Aids Federation's Employer Declaration #positivarbeiten.
- Randstad Germany is one of the first companies to receive an award from the MTK Diversity Initiative.
- Randstad Germany obtained the Ecovadis gold medal in 2022.

Randstad Greece
- CHRO (Kiki Avgoustatou) was recognized in the HR Powerlist 2022 (Boussias and HR Professional).
- CIO (Nikos Stamatogiannis) is Enterprise Security Risk Management certified by Certifying body ISACA - 17 CPEs.
- Peak Performance marketing award 'Best International Campaign' (bronze).
- Peak Performance marketing award 'Best Modern Search Campaign' (bronze).
- CEO (Leigh Ostergard) included in the Most Powerful Women in Business for 2022 by Fortune magazine.

Randstad Hong Kong
- Randstad Hong Kong was awarded the 'Best All-round Recruitment Agency' from HR Distinction Awards & HR Vendors of the Year Awards 2022.
- Randstad Hong Kong was awarded 'The Best Human Resource Recruitment Service of the Year' from 2022 Most Innovative Solutions Award.

Randstad Hungary
- Randstad Hungary won in the large corporation category the Lovable Workplace employer branding competition in 2022.
- Awarded with the 1st prize of The Best Workplace for Women in Hungary.

Randstad India
- Randstad India is recertified a Great Place to Work in 2022 by the Great Place to Work ® Institute, India,for the third time in a row.
- Randstad India rated among India's best companies in Health & Wellness by the Great Place to Work® Institute in 2022.
- Randstad India rated among India's best companies in Staffing and Recruitment by the Great Place to Work® Institute in 2022.
- Randstad India rated among India's top 50 workplaces for Women by the Great Place to Work® Institute in 2022.
- Randstad India rated among India's best companies for Women by the Economic Times (national news and media organization).
- Randstad India is recognized as a Bronze Employer for LGBT+ inclusion in 2022, for the second year in a row, in the IWEI 2022 survey (India Workplace Equality Index). This is a one-of-a-kind study conducted by Pride Circle (India), the Keshav Suri Foundation (India), and the Stonewall UK.
- Randstad India recognized by client Dow Chemical as the preferred service provider.
- Randstad India CHRO, Anjali Raghuvanshi, recognized as one of India's best CHROs by the Business World magazine (national media company).

Randstad Italy
- Randstad Italy holds the Social Accountability SA 8000 accreditation (Randstad Italia Spa; Randstad Group Italia Spa; Randstad HR Solutions Srl; Intempo Srl).
- Randstad Italy (Randstad Italia Spa; Randstad Group Italia Spa; Randstad HR Solutions Srl; Randstad Services Srl; Intempo Srl), continue to be certified with the Gender Equality European & International Standard (GEEIS) for their professional gender diversity practices.
- Randstad Italy Spa has been granted EcoVadis Silver Medal 2022 Sustainability Rating.

Randstad Japan
- Randstad Japan was awarded the highest level of Gold in the PRIDE Index 2022, second year in a row as a company which is inclusive for LGBTQ* people. This is an evaluation index for initiatives for LGBTQ and other sexual minorities in the workplace developed by the non-profit organization 'Work with Pride' in Japan.
- Randstad Japan was certified as a Great Place To Work by the Great Place to Work® Institute in 2022.

Randstad Malaysia

- Randstad Malaysia was awarded the Best Recruitment Agency in Malaysia by APAC Insider, at the Southeast Asia Business Awards 2022.

Randstad Netherlands

- Randstad Uitzendbureau, Randstad Transport, Randstad Payroll Solutions, Randstad Payroll Publiek, Randstad HR Solutions, Tempo-Team Uitzenden, Tempo-Team Payroll Services, Tempo-Team Payroll Publiek, Tempo-Team Employability, Yacht, Yacht Inhouse Services, Yacht.nl, BMC Advies and BMC Implementatie hold the NEN 4400-1 standard certification, which assesses systems for entering into employment contracts and paying social premiums.
- Randstad Netherlands (Randstad Techniek, Randstad Bouw, Randstad Transport, Inhouse Services, Randstad Uitzendbureau B.V. and Randstad Groep Nederland) is VCU certified.
- Randstad HR Solutions in the Netherlands has obtained the 30+ certificate of the Performance Stairs Social Entrepreneurship. This 30+ certificate is awarded when more than 30% of the workforce consists of people at a labor market disadvantage.
- BMC has the Accredited Consulting Practice designation. This recognizes management consulting firms that ensure that all members of their firm meet the professional standards of CMC-Global and the various national Institutes of Management Consulting.

Randstad Norway

- Randstad Norway is a certified employer with the certificate 'Revidert Arbeidsgiver' and is also qualified in the Achilles Joint Qualification system for suppliers.
- Dfind Consulting, Part of Randstad Norway, was awarded 2nd best employer in Norway at Great Place to Work 2022.
- Dfind Digital&IT, a part of Randstad Norway, was awarded top 3 recruitment team in Norway at Finn.no award 2022.

Randstad Poland

- Randstad Poland was awarded 'Employee-friendly employment agency' certificate, granted by trade union organization Ogólnopolskie Porozumienie Związków Zawodowych (OPZZ) and employers' organization Konfederacja Lewiatan.
- Randstad Poland was granted the EcoVadis Silver Medal 2022 Sustainability Rating.

Randstad Portugal

- Randstad Portugal is certified by the national Institute for education and professional training (IEFP) with the seal of the inclusive employer company.
- Awarded with the 2022 Best Wellbeing Program by Aon.
- Randstad Portugal was awarded a 'gold' category (telecommunications sector) in 2022 in 'APCC Best Awards' promoted by APCC (Portuguese Contact Centers Association) for its client support line.
- Randstad Portugal was awarded 'Best corporate podcast' in 2022 by APCE (Portuguese Enterprise Communication Association) for the #everydayhero podcast.

Randstad RiseSmart

- Randstad RiseSmart holds SOC 2 Type II certification for its confidentiality, availability and security trust principles.
- Randstad RiseSmart is a participant in TRUSTe's Privacy Shield Verification program. RiseSmart is certified under the EU-US Privacy Shield and the Swiss-US Privacy Shield.

Randstad Singapore

- Randstad Singapore was listed as one of the 3 Best Employment Agencies in Raffles Place, by Three Best Rated.
- Randstad Singapore was awarded 'Most Innovative HR Team' at HRD Asia 2022.
- Randstad Singapore was awarded 'Most Human-Centric Career Development & Recruitment Agency 2022' at APAC Insider: Singapore Business Awards 2022.

Randstad Sourceright

- Recognized on a global level as a 'Leader' and a 'Star Performer' in Everest Group's 'Recruitment Process Outsourcing (RPO) Services PEAK Matrix® Assessment 2022'.
- Recognized as a Leader in Everest Group's 'Contingent Workforce Management (CWM) / Managed Services Provider (MSP) PEAK Matrix® Assessment 2022', and a Leader and a Star Performer in Everest Group's 'Services Procurement / Statement of Work (SOW) PEAK Matrix® Assessment 2022'.
- Recognized as a 'Leader' in five categories of NelsonHall's NEAT vendor evaluation for contingent workforce services (CWS) and managed service program (MSP).
- Two Randstad Sourceright executives named to 2022 SIA 'Global Power 150 — Women in Staffing' list (Sue Marcus and Louisa Wilson).

Randstad Spain

- Randstad Spain received a recognition for CSR in employment from the Community of Madrid.
- Randstad Spain received the Economy 3 award for professional excellence.

Randstad Sweden

- Randstad Sweden is a member of the Swedish industry federation and is an authorized supplier with regard to staffing, recruitment and outplacement services.

Randstad Switzerland

- Randstad Switzerland holds the Swissstaffing SQS label, which stands for ethical working and for high professional standards in the industry (June 2022 - June 2025).
- Randstad Switzerland was ranked under the top professional service agencies (temporary and professional) 2022 by Handelszeitung/Le Temps in cooperation with statista.
- Randstad Switzerland holds the Société Générale de Surveillance SA (SGS) Fair on Pay label, which stands for equal pay between women and men (Dec 2021 - Dec 2025).

Randstad Turkey

- Randstad Turkey is certified as a Great Place to Work in 2022 by the Great Place to Work® Institute.

Randstad UK

- Randstad Care UK has been part of Health trust Europe's total workforce solutions framework since 2016. Awarded onto the Nursing Lots Randstad care supply qualified nurses to the NHS through the framework. We are audited annually. Since 2017, Randstad Care UK has been awarded with a NHS Wales contract, which approved supply to all 7 health boards in Wales.
- Randstad Care UK has been a provider of NHS CPP Clinical staffing (Workforce alliance framework) since 2016. Randstad is audited annually to supply Nursing and AHP staff to a number of NHS Trusts under this framework.
- Randstad Student Support UK has been undergoing an annual Government audit by the Department for Education since 2021. This includes the audit of approx 460 support workers in relation to support funded by the Disabled Students Allowances (DSAs).
- In 2022, Randstad Education UK was verified to comply with the REC (Recruitment & Employment Confederation) Audited Education standard by an independent professional auditor.
- Randstad UK's CPE Rail, holds a dedicated rail certificate RISQS, involving in depth audits on an annual basis.
- Randstad UK has High levels of health and safety and compliance accreditations through Achilles (UVDB), British Safety Council, Building Confidence, Constructionline and Safe Contractor.
- The DfE runs the Crown Commercial Services Framework for supply teachers and Randstad Education UK was awarded a place on the framework, attesting to our commitment to support schools with their temporary recruitment requirements.
- In 2022 Randstad UK undertook a full review of our reasonable adjustments process, this was audited and approved by the Business Disabilities Forum.

Randstad US

- Randstad US has been included in the top 50 companies for diversity of US DiversityInc in 2022, plus 8 specialty awards. We are the only staffing company to ever be recognized.
- Randstad US is named as 2022 Top Scoring Employer for the Disability Equality Index (DEI).
- Randstad US is listed by Forbes in America's Best Employers for Diversity 2022.
- Randstad US is included in the 2022 Human Rights Campaign Corporate Equality Index.
- Randstad US is listed by Forbes in Best Temp Staffing Firms 2022.
- Randstad US is awarded with 2022 Military Friendly Company, Employer, Spouse Employer and Supplier Diversity Program awards.
- Randstad US awarded and recognized as a 2022 'Leading Disability Employer' by the National Organization on Disability (NOD).
- Randstad US is included as a Top Global Champion in Supplier Diversity & Inclusion 2022.
- Randstad US is named as a 2022 Leading Disability Employer by National Organization on Disability (NOD)
- Randstad US participated in the Ecovadis benchmark.

material topic definitions.

business ethics

Randstad's policies and practices, which are based on its core values (to know, to serve, to trust, simultaneous promotion of all interests, and striving for perfection) and are applied in accordance with laws and regulations and with transparency. These policies and practices are all described in the business principles on our corporate website.

corporate citizenship

Randstad's engagement in corporate citizenship and philanthropy initiatives, which are aimed at meeting the needs of the local communities in which Randstad operates. In addition, Randstad's global Randstad with Heart program enables employees worldwide to do voluntary activities during working hours to support communities around the world.

data security and privacy

Randstad's responsibility for the integrity and security of all personal data that it stores within business processes and IT systems. This topic also addresses compliance with Randstad's existing data protection and information security management procedures.

digital technology advancements

Randstad's way of integrating new technologies into its everyday activities by acquiring external knowledge and expertise through acquisitions and the Randstad Innovation Fund and by innovating through its Digital Factory. Randstad always aims to utilize the latest digital HR solutions and tools, while also delivering a truly human and personalized experience to talent and clients.

digital equality

Randstad's mission to bridge the digital gap, meaning that everyone in the community deserves access to digital technologies and the skills to use them. The Randstad Foundation has developed a new collaborative project to give professional training to people with special needs.

diversity and inclusive employment with equal opportunities

Randstad's mission to ensure fairness, equity and diversity in attracting, hiring, compensating, motivating and promoting a top-level performing workforce. Randstad does not discriminate on the grounds of age, skin color, disability, gender, marital status, nationality, race, religion or sexual orientation.

environmental protection

Randstad's environmental pledge, which addresses compliance with all applicable environmental laws and regulations, reduction of the carbon footprint, encouragement of employees to assume personal accountability for protecting the environment, and engagement in local, group-wide and client-based green initiatives.

human rights

Randstad's commitment to several global agreements and conventions regarding human rights, such as the UN's Global Compact and its Ten Principles and the ILO Declaration on Fundamental Principles and Rights at Work. Randstad is especially committed to protecting those groups of people that are more vulnerable in the labor market.

occupational health and safety

Randstad's global health & safety policy, which addresses its commitment to providing and maintaining a healthy and safe work environment, and promoting 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.

policy and industry involvement

This topic looks at how Randstad actively participates in industry bodies and uses social dialogue to achieve clear, fair and workable regulations in the markets in which they operate – also known in Randstad's own words as 'to help shape the world of work'. Randstad has invested in memberships of several influential central employers' organizations, such as the World Employment Confederation, BusinessEurope and the International Organization of Employers.

sustainable supply chain management

Randstad's Supplier Code, which aims to ensure that the procurement of goods, works and services takes place in a socially and environmentally responsible manner and in conformity with Randstad's business principles.

talent attraction and retention

Randstad's way of utilizing new digital HR solutions and tools in order to attract the right people and its way of optimizing talent management, such as through Great Conversations throughout the year, in order to develop and retain the right people.

→ material topic definitions.

training and education

Randstad's continuous development of employees' skills through training and development programs, ensuring employability and higher employee engagement. This topic also reflects Randstad's existing development programs (such as the Frits Goldschmeding Academy) to support future leaders and enable them to develop the skills and strategic management capabilities to ensure their success within the global business context.

upskilling and reskilling

This topic goes beyond training and education of Randstad's own employees. In a fast-changing environment, enabling and supporting the upskilling and reskilling of talent is one of the key ways for Randstad to deliver its human forward promises.

→ material topic definitions.



glossary.

activity-based field steering (ABFS)

Our activity-based field steering (ABFS) model is used to manage and drive performance across our businesses. By embedding operational performance tools at every level of our organization, the input-based ABFS model helps operational managers to take the right decisions, at the right time, and translate them into action. Managers receive up-to-date, accurate reports on a weekly basis, covering a range of key performance indicators. These data enable us to manage our units and teams in the field by adapting to changing client and market demands as they occur.

agency work

Agency work is a special form of temporary work, where generally the employer does not hire the employee directly on a contract with a limited duration, but through a private employment agency. The employee is usually hired directly by the employment agency, either on a temporary basis or on a permanent contract and seconded to another company. Employees that are not hired by the employment agency either work as an independent contractor (self-employed) or go through another agency (subcontractor). During the contract period, the employee can be assigned to different user companies.

amortization (and impairment) of acquisition-related intangible assets

Upon acquisitions, Randstad identifies intangible assets, such as customer relationships, brand names and talent databases. On average, these acquisition-related intangible assets are amortized over 1 to 10 years, leading to an annual non-cash amortization charge, which is included in operating profit.

blue-collar

Within Staffing, we typically divide the market into blue-collar and white-collar work. The distinguishing factor is difference in skill sets. Blue-collar is predominantly geared towards industrial and manufacturing job profiles.

branches

Branches are physical office locations from which our consultants operate.

candidate(s)

A common term for all individuals people in our talent pool that we help find work at our clients (both temporary and permanent positions) or at our solutions businesses.

capital expenditures

Part of cash flow from investing activities. Amounts incurred for investments in property, plant and equipment (e.g., furniture, computer hardware), and software.

cash flow from operating activities

EBITDA adjusted for changes in working capital, taxes on income, movements in other balance sheet positions, such as provisions, and certain other non-cash items.

closing price

Share price of Randstad at the end of a given trading day on Euronext, where an ordinary share of Randstad is listed.

concepts

In a concept, we capture the overall value proposition that serves a specific customer need or want. Randstad's customers are clients and talent. Our strong concepts are our unique winning formulas designed to serve their needs. Concepts are delivered through (a group of) services to Randstad's customers. We standardize the working processes per concept in order to easily 'copy and paste' them across our operations around the world.

consultant

A consultant is a front-office employee who is located at one of our outlets (i.e., branch or Inhouse location), directly meeting the demands of clients and talent.

cost of services

Expenses which are directly attributable to revenue. These costs mainly include expenses related to staffing employees, such as wages, social security charges and taxes.

diluted earnings per ordinary share

Diluted earnings per ordinary share are calculated by adjusting the weighted average number of ordinary shares outstanding, assuming conversion of all dilutive potential ordinary shares. The dilutive potential ordinary shares arise from various share-based payment arrangements.

dividend on ordinary shares

Part of net income attributable to holders of ordinary shares that will be distributed to holders of ordinary shares.

days sales outstanding (DSO)

The DSO represents the number of days before we are able to convert sales into cash (received from our client). In the annual report, we use the moving average of the monthly DSO.

EBITA

Earnings Before Interest, Taxes and Amortization (and impairment of acquisition-related intangible assets and goodwill). It is basically the same as operating profit adjusted for amortization charges on acquisition-related intangible assets. This is the key performance indicator when looking at the profitability of our business.

EBITA margin

EBITA as percentage of revenue.

EBITDA

Earnings Before Interest, Taxes, Depreciation of property, plant and equipment and Amortization of software.

economic value added (EVA)

A financial performance method to calculate the true economic profit of a corporation. EVA can be calculated as net operating profit after taxes minus a charge for the opportunity cost of the capital invested.

employability

Employability is about remaining attractive for the labor market. The ability to learn new and different skills is essential.

employees working

The number of billable resources currently working for our clients or utilized in our solutions businesses.

engagement score

Employee satisfaction or engagement is the degree to which our employees are happy to work at our company. The higher the score, the healthier and happier our employees are.

enterprise value

Market capitalization plus net debt excluding lease liabilities.

earnings per share (EPS)

Net income attributable to holders of ordinary shares divided by the weighted average number of ordinary shares outstanding.

fatality

An incident causing the death of an employee or candidate at work, in traffic, while working, or while commuting.

fixed-term contract

An employment contract with a particular end date, meaning that the contract ends after a certain event or on the completion of a task.

free cash flow (FCF)

Free cash flow is the sum of net cash flow from operating activities and investing activities adjusted for cash flows for acquisitions and disposals of subsidiaries, equity investments and associates.

FTE

Full-time equivalent.

global businesses

Under Global Businesses, we provide enterprise clients with a range of services, such as job posting and résumé services on our online talent acquisition platforms, managed services programs (MSP), statement of work (SOW) management/services procurement, recruitment process outsourcing (RPO), work life coaching (WLC) and outplacement.

global reporting initiative (GRI)

GRI is the independent, international organization that helps businesses and other organizations take responsibility for their impacts by providing them with the global common language to communicate those impacts.

gross margin

Gross profit as percentage of revenue.

gross profit

Revenue minus cost of services.

IFRS

International Financial Reporting Standards.

immigrant

A person living in a country other than that of their birth.

incremental conversion ratio (ICR)

Additional EBITA in a year, when compared with the previous year, as a percentage of additional gross profit in a year, when compared with the previous year, based on organic growth. We aim for an incremental conversion ratio of 50%, if gross profit growth has been achieved.

inhouse

Inhouse is a unique solution for managing a workforce with specific skill sets for which there is a fluctuating level of demand. It is aimed at improving clients' labor flexibility, retention, productivity, and efficiency. We work on-site at a client's location, exclusively for that client, providing a large number of candidates for a few specific profiles.

inhouse location

An Inhouse location is a branch that is located at a client's premises, where our consultants work on-site at a client's location, exclusively for that client.

international labour organization (ILO)

The International Labour Organization is a United Nations agency whose mandate is to advance social and economic justice through setting international labor standards.

key material topics

These are topics that are material to our business and our key stakeholders based on input from both inside and outside Randstad. A definition of the 14 key material topics can be found on page 295.

leverage ratio

Net debt divided by 12-month EBITDA. We aim at a leverage ratio of between 0 and 2x EBITDA, which is important for continuity. The syndicated loan documentation allows us a leverage ratio of 3.5x EBITDA.

LGBTQI+

The acronym 'LGBTQI+' refers to people that identify as lesbian, gay, bisexual, transgender, queer or questioning, and intersex. The + refers to an inclusive term for people who do not feel that they fit into traditional categories of sexuality or gender.

managed services programs (MSP)

A managed services program is a program that manages the suppliers that provide contingent workers and statement of work services to an employer in a highly effective way. The MSP can act as an integral part of a company's procurement or HR function, managing the entire contingent talent life cycle from requisition through invoicing and payment.

market capitalization

Total shares outstanding multiplied by the share price of Randstad.

misconduct reporting procedure

Grievance mechanism; a procedure guiding stakeholders on where and how to report serious breaches of the Randstad business principles if the regular avenues are inappropriate.

net debt

Cash and cash equivalents minus current borrowings and non-current borrowings.

net finance costs

Net finance costs include net interest expenses in relation to our net debt position, foreign currency exchange results, net interest expenses due to passage of time, and other items.

net income

Operating profit minus net finance costs, share of profit (or loss) of associates, and taxes on income.

net income attributable to holders of ordinary shares

Net income adjusted for the dividend on preferred shares, as well as for results of non-controlling interests.

net-zero standard

The Net-Zero Standard was developed by SBTi with the intention of guiding corporate transition towards a state of net-zero in a way that is consistent with societal climate and sustainability goals and within the biophysical limits of the planet.

organisation for economic co-operation and development (OECD)

The Organisation for Economic Co-operation and Development is an international organization that works to build better policies for better lives. Their goal is to shape policies that foster prosperity, equality, opportunity and well-being for all.

operating expenses

Operating expenses comprise personnel and accommodation expenses in relation to the activities at the outlets and the various head offices, IT expenses, other general and administrative expenses, as well as the amortization and impairment of acquisition-related intangible assets and goodwill.

operating expenses margin

Operating expenses as a percentage of revenue.

operating profit

Gross profit minus operating expenses.

operating working capital

Trade and other receivables (excluding current part of loans and receivables and other interest receivable) minus trade and other payables (excluding interest payable). The level of working capital is related to the timing of the invoicing and payrolling processes (weekly or monthly). The payment terms negotiated with clients and the effectiveness of our collection processes are equally important. Liabilities, such as social security charges, wage tax and value-added tax are settled every month and in some countries on a quarterly basis. Payment terms are often determined by law and therefore difficult to influence.

outlets

Outlets are branches and Inhouse locations combined.

outplacement/career transition services

Helping clients transition employees is now an everyday practice. We advise and support organizations when employment contracts are terminated. Using a combination of technology-enabled services and expert coaches to deliver a high-touch service, we help employees move to a new beginning as smoothly as possible, protecting the employer brand and maintaining workforce engagement.

outsourcing

Outsourcing is the sustainable transfer of several client activities with output responsibility both in the production/logistics and in the administrative environment to another company.

payout per ordinary share

Dividend on ordinary shares divided by net income per share attributable to holders of ordinary shares before amortization and impairment of acquisition-related intangible assets and goodwill, integration costs, and one-offs (after taxes).

penetration rate

The penetration rate is the percentage of temporary workers in the total working population.

permanent or open-term contract

An employment contract for an indefinite period of time; this metric includes employees with a permanent or open-term job but without an official contract, which is often the case in the US, for example.

permanent placement

The result of bringing together a job seeker and a prospective employer for the purpose of effecting a traditional employment relationship, for a fee. The whole process from intake and sourcing to screening and selection is referred to as permanent placement.

productivity

We measure productivity in three ways: (1) gross profit per staff member (GP/FTE), (2) gross profit in relation to personnel expenses (GP/PE), and (3) the number of candidates per staff member (Temps/FTE).

professionals

Professionals is a concept geared towards a specific talent segment: candidates with an academic or equivalent qualification who have the aspiration to work in managerial or highly skilled professional roles. Professionals services include contingent and permanent placements, independent contractor brokerage, and tech solutions agreed under a statement of work (SOW).

recovery ratio (RR)

The total year-on-year change in operating expenses as a percentage of the decline in gross profit, based on organic growth. We aim for a recovery ratio of 50% if gross profit declines.

recruitment

The process of hiring candidates for permanent or temporary positions.

recruitment process outsourcing (RPO)

RPO is the transfer of operational responsibility for one or more recruiting functions or tasks, including talent acquisition, from the client to a service provider.

refugee

An individual who has been forced to flee their country because of a well-founded fear of persecution or violence.

return on invested capital (ROIC)

This ratio is calculated by dividing the after-tax operating income (NOPAT) by the book value of both debt and equity capital less cash/equivalents.

revenue

We distinguish three types of revenue: (1) revenue from temporary billings, (2) permanent placement fees, and (3) other revenue. 'Revenue from temporary billings' includes the amounts received or receivable for the services of temporary staff, including the salary and salary-related employment costs of those staff. These revenues are generally based on the number of hours worked by the temporary staff. 'Revenue from permanent placements' includes the fee received or receivable for the services provided. The fee is generally calculated as a percentage of the candidate's remuneration package. The category 'other revenue' includes revenue for services such as job posting and résumé services on our digital platforms, payrolling, outplacement, outsourcing, MSP and RPO services, consultancy, and related HR offerings.

science-based targets initiative (SBTi)

The SBTi defines and promotes best practice in science-based target setting. Offering a range of target-setting resources and guidance, the SBTi independently assesses and approves companies' targets in line with its strict criteria.

services procurement and SOW management

Through our comprehensive services procurement and SOW management solution, we provide services across the four key stages of the SOW engagement life cycle: defining and documenting business requirements; sourcing, contracting and onboarding the best-fit service provider; monitoring the contracted deliverables through to completion; and evaluating the performance of each service provider at the end of the engagement.

share in profit/loss of associates

Associates are companies in which Randstad N.V. has significant influence, but no control, over the financial and operational policies, generally accompanying a shareholding of between 20% and 50% of the voting rights. The share of profit or loss of the associate is presented in this line of the income statement.

specialties

Specialties are specific market segments for which we create dedicated large-volume units in our Staffing business that focus solely on this segment, such as transportation, airports, and call centers. The knowledge, experience, and expertise we gain by focusing on these specialties translate into added value for clients and candidates.

staffing

A service we offer to our clients that involves matching blue-collar and white-collar candidates with temporary or permanent positions at our clients. Staffing also covers payrolling, training, and specialties focusing on specific market segments.

statement of work (SOW)

Advanced technology consultancy, project-based and managed services, and managed resource programs (where we take on responsibility for delivering outcome-based services) are agreed contractually under a statement of work. We offer these services in the higher-level professionals segment to deliver innovative IT and engineering solutions.

sustainability accounting standards board (SASB)

SASB Standards guide the disclosure of financially material sustainability information by companies to their investors.

sustainable development goals (SDGs)

In September 2015, the United Nations launched the 17 Sustainable Development Goals. Countries adopted these goals to end poverty, protect the planet, and ensure prosperity for all by 2030.

syndicated credit facility

A credit facility provided by more than one lender to a borrower (or co-borrowers) under the terms and conditions of one facility agreement.

talent

A broad collective term for all people of working age in the labor market, including our own candidates and the people in our talent pool.

taxes on income

Taxes on income comprise current taxes and the realization of deferred taxes. Current taxes on income are the sum of taxes recorded on the results before taxes in the countries in which those results were generated, based on local tax regulations and against tax rates of the applicable year. Tax-exempt income and expenses not deductible for tax purposes are taken into account in calculating taxes on income.

temporary work

Compared to part-time work, temporary work is an even more flexible form of labor. This includes both agency workers and limited-duration contract workers.

UN global compact

The United Nations Global Compact (UNGC) is a voluntary initiative based on CEO commitments to implement universal sustainability principles and to undertake partnerships in support of UN goals.

upskilling and reskilling

Training people but keeping them in the same roles (upskilling), or retraining people so they can put their talent to use elsewhere and fundamentally change their roles (reskilling).

velocity of shares

Velocity represents the average holding period of a share in Randstad. It is measured as the total number of shares traded divided by the average number of shares outstanding.

vendor management system (VMS)

A VMS is an online contingent worker sourcing and billing application that enables a company to procure and manage a wide range of contingent workers and services from different vendors in accordance with client business rules.

volunteer hours

The number of hours actually worked by the volunteer(s) or: number of months of placement x 4 weeks x 36 hours; for short-term volunteers: number of weeks x 36 hours.

VSO volunteers

Number of employees (headcount) working on an indefinite contract with an operating entity, who have provided support to VSO (e.g., HR/ finance/marketing/legal or strategic advice, fundraisers) either in their home country or at a VSO office (e.g., in the UK or the Netherlands), or on an assignment in Africa or Asia.

white-collar

Within Staffing, we typically divide the market into blue-collar and white-collar work. The distinguishing factor is difference in skill sets. White-collar is predominantly geared toward administrative job profiles.

worklife coaching

A service provided by Randstad RiseSmart to help guide talent grow and advance professionally. From defining goals to identifying skills development paths, personalized and virtual coaching services are provided to employees as well as talent undergoing the outplacement process.

work-related injuries

Accidents during working hours, whether on work premises or while traveling as part of work duties, causing candidates or employees to be injured on a scheduled workday or normal work shift, resulting in days off work.

world employment confederation (WEC)

The worldwide/European industry federation that strives for well-regulated working conditions for employees and candidates.

countries and entities.

andorra
Principal activity: HR services
- Skillmind Recursos Humans SL
- Randstad Recursos Humans SL

argentina
Principal activity: HR services
- Soluciones Randstad SA
- Trading International SA
- Trading Servicios SA
- Randstad Argentina SA

australia
Principal activity: HR services
- Randstad Holdings Pty Limited
- Randstad Pty Limited
- Digby Morgan Pty Limited
- HR Partners Pty Limited
- Skout Solutions Pty Limited (50%)
- HREXL Group Pty Limited
- Aurec Group Pty Limited
- Aurec Pty Limited
- Chalfont Consulting Pty Ltd

austria
Principal activity: HR services
- Randstad Austria GmbH
- Randstad Deutschland GmbH
- Monster Worldwide Austria GmbH

belgium
Principal activity: HR services
- Randstad Group Belgium nv
- Randstad Construct nv
- Tempo-Team at Home nv
- Hudson Belgium nv
- Randstad HR Solutions nv
- Randstad Sourceright nv
- Tempo-Team nv
- Randstad Belgium nv
- Randstad Outsourcing nv
- Tempo-Team Professionals nv
- Tempo-Team Childcare nv
- Tempo-Team Construct nv
- Monster Belgium nv
- Ausy IT Consulting nv
- Ausy Professionals nv
- Value Plus nv

brazil
Principal activity: HR services
- Randstad Brasil Recursos Humanos Ltda
- Randstad Professionals Recrutamento Especializado Ltda

canada
Principal activity: HR services
- Randstad Interim Inc.
- Monster Worldwide Holdings Canada Limited
- Monster Worldwide Canada Inc.
- Randstad Solutions Inc.

chile
Principal activity: HR services
- Randstad Investments Chile Ltda
- Randstad Chile SA
- Randstad Servicios Ltda
- Randstad Empresa de Servicios Transitorios Ltda

china
Principal activity: HR services
- Randstad Management (Shanghai) Co. Limited
- Guangzhou Randstad Human Resource Service Co. Limited
- Randstad Management (Beijing) Co. Limited
- Sichuan Randstad Human Resources Co. Limited
- Shanghai Temporary Staffing Co. Limited
- Beijing Randstad Human Resource Service Co. Limited
- Talent Shanghai Co. Limited
- Jiangsu Randstad Human Resource Service Co. Limited
- Randstad Shanghai Talent Service Co. Limited
- FuJian Randstad Human Resources Service Co. Limited
- Hubei Randstad Human Resources Co. Limited
- Tianjin Randstad Management Co. Limited
- Shanghai Randstad Enterprise Management Service Co. Limited
- Shenzhen Randstad Human Resource Service Co. Limited

cyprus
Principal activity: HR services
- Randstad Cyprus Ltd

czech republic
Principal activity: HR services
- Randstad s.r.o.
- Monster Worldwide CZ s.r.o.
- Smithburg s.r.o
- Randstad HR Solutions s.r.o.
- Randstad Services s.r.o.

denmark
Principal activity: HR services
- Randstad A/S

france
Principal activity: HR services
- Randstad France SAS
- Groupe Randstad France SAS
- Randstad SAS
- Randstad Sourceright SAS
- Select TT SAS
- SCI Immobiliere de Passage de Bayardet
- Risesamrt France SASU
- Consulting Services by Randstad SAS
- Atoll SAS
- Atout Travail Temporaire SAS
- Internim SAS
- Atrium SAS
- Arve Interim SAS
- Ainterim SAS
- Alp'emploi SAS
- Interim d'Oc SAS
- Interim 31 SAS
- FASTROAD TT SAS (49.9%)
- Monster Worldwide SAS
- Ausy SAS
- Ausy Technology Sarl
- Ausy Expertise et Recherce Sarl
- Optedis SA
- Randstad Monaco, Sam Secrétariat et Services

→ countries and entities.

germany
Principal activity: HR services
- Randstad Financial Services GmbH
- Randstad Deutschland GmbH & Co. KG
- Randstad Deutschland Administration GmbH
- Randstad Group Germany bv - Zweigniederlassung/branch office
- Randstad Deutschland GmbH - Zweigniederlassung/branch office
- Randstad Sourceright GmbH
- Tempo-Team Management Holding GmbH
- Tempo-Team Outsourcing GmbH
- Tempo-Team Personaldienstleistungen GmbH
- Tempo-Team Engineering GmbH
- Tempo-Team Managed Service Provider GmbH
- GULP Solution Services Holding GmbH
- GULP Solution Services Verwaltungs GmbH
- GULP Solution Services Management GmbH
- GULP Solution Services GmbH & Co. KG
- Randstad Automotive GmbH & Co. KG
- Randstad Outsourcing GmbH
- GULP Holding GmbH
- GULP Information Services GmbH
- GULP Consulting Services GmbH
- Team2Venture GmbH
- Monster Worldwide Deutschland GmbH
- Ausy GmbH
- Ausy Consulting GmbH
- Ausy Technologies Germany AG
- Mühlenhoff + Partner GmbH
- IEBP - Institut zur Entwicklung beruflicher Perspektiven GmbH
- IEBP-Transfergesellschaft GmbH
- Qualitair Aviation Deutschland GmbH

greece
Principal activity: HR services
- Randstad Hellas AE
- Randstad AE

hong kong[7]
Principal activity: HR services
- Randstad Hong Kong Limited
- Monster.com Asia Pacific Ltd.
- Monster.com Asia Ltd.
- Stadhold Limited

hungary
Principal activity: HR services
- Randstad Hungary Kft
- Randstad Sourceright Kft

india
Principal activity: HR services
- Randstad Technologies Private Limited
- Team HR Services Private Limited
- Randstad India Private Limited
- Randstad Offshore Services Private Limited
- RiseSmart HR Private Limited
- Gozaik Software India Private Limited
- Ausy Technologies India Pvt Ltd

japan
Principal activity: HR services
- Randstad Japan Holding GK
- Randstad KK

luxembourg
Principal activity: HR services and participating in and financing of Group entities
- Randstad Group Luxembourg Sarl
- Randstad Holding Luxembourg Sarl
- Randstad Interim SA
- Randstad HR services SA
- Randstad Luxembourg Financial Holding Sarl
- Randstad Luxembourg North America Sarl
- Monster Luxembourg SA
- Ausy Luxembourg PSF SA
- Stadhold Insurances (Luxembourg) SA
- Stadhold Reinsurances (Luxembourg) SA
- Hudson Luxembourg SA

malaysia
Principal activity: HR services
- Randstad Sourceright Sdn. Bhd.
- Agensi Pekerjaan Randstad Sdh Bhd (49%)
- Randstad Talent Sdn. Bhd.
- Monster Technologies Malaysia Sdn. Bhd.

malta
Principal activity: HR services
- Qualitair Aviation Malta Holding Limited
- Qualitair Aviation Malta Limited

mexico
Principal activity: HR services
- Randstad Mexico, S de R.L. de C.V.
- Randstad Placements, S. de R.L. de C.V.
- Randstad Servicios Industriales, S. de R.L. de C.V.
- Randstad Servicios Profisionales, S. de R.L. de C.V.
- Randstad Solutions, S. de R.L. de C.V.

new zealand
Principal activity: HR services
- Randstad Limited
- Skout Solutions (NZ) Limited (50%)

[7] Region in the case of Hong Kong SAR (Special Administrative Region).

netherlands
Principal activity: HR services and participating in and financing of Group entities
- Randstad N.V.
- Randstad North America Beheer B.V.
- Randstad Holding Nederland B.V.
- Randstad Groep Nederland B.V.
- Randstad Nederland B.V.
- Randstad Customer Intelligence B.V.
- Randstad Payroll Publiek B.V.
- Randstad HealthAtWork B.V.
- Randstad Payroll Solutions B.V.
- Randstad Payroll Solutions T&L B.V.
- Randstad Payroll Solutions MVL B.V.
- Randstad Payroll Solutions Publiek B.V.
- Randstad Payroll Solutions Projecten B.V.
- RandstadRiseSamrt B.V.
- Randstad Transport B.V.
- Randstad Uitzendbureau B.V.
- Tempo-Team Group B.V.
- Otter-Westelaken Groep B.V.
- Tempo-Team Contracting Services B.V.
- Tempo-Team Employability B.V.
- Tempo-Team HealthAtWork B.V.
- Tempo-Team Payroll Services B.V.
- Tempo-Team Uitzenden B.V.
- Tempo-Team Payrolling MVL B.V.
- Tempo-Team Payrolling Publiek B.V.
- Tempo-Team Payroll Publiek B.V.
- Select AV Personeel B.V.
- Tempo-Team Freelance Professionals B.V.
- Yacht Group Nederland B.V.
- Yacht NL B.V.
- Yacht B.V.
- Yacht Externen Management B.V.
- Yacht Inhouse Services B.V.
- Tempo-Team Professionals B.V.
- Randstad Sourceright B.V.
- Randstad Holding International B.V.
- Randstad Innovation Fund B.V.
- Randstad Global IT Solutions B.V.
- Randstad Sourceright International B.V.
- Randstad Enterprise B.V.
- Vedior International Contracts B.V.
- Vedior Investments B.V.
- Randstad Holding International Services B.V.
- Randstad Asia Pacific B.V.
- Randstad Eastern Europe B.V.
- Randstad Latin America B.V.
- Evro Participations B.V.
- Qualitair Aviation Holland
- Randstad Sourceright EMEA B.V.
- Randstad Group Germany B.V.
- Monster Worldwide Netherlands Holding B.V.
- Monster Worldwide Netherlands B.V.
- BMC Groep B.V.
- BMC Advies B.V.
- BMC Implementatie B.V.
- SGBO B.V.
- Hudson Netherlands B.V.
- AUSY Netherlands B.V.

norway
Principal activity: HR services
- Randstad Norway AS
- Dfind AS
- Randstad AS
- Randstad Care AS
- Dfind Consulting AS
- Dfind EPI AS
- Dfind Direction AS

poland
Principal activity: HR services
- Randstad Polska Sp. z o.o.
- APO Sp. z o.o.
- Gerendis APO Sp. z o.o. Sp. k
- Randstad Services APO Sp. z o.o. Sp. K
- Randstad Sourceright Sp. z o.o.
- Randstad Payroll Solutions Sp. z o.o.
- Ausy Technologies Poland Sp. z o.o.

portugal
Principal activity: HR services
- Randstad Recursos Humanos, Empresa de Trabalho Temporario, SA
- Randstad II - Prestacao de Servicos, Lda
- Solisform - Formacao e Servicos, Lda
- Tempo-Team Recursos Humanos, Empresa de Trabalho Temporario, Lda
- AUSY pt Lda

romania
Principal activity: HR services
- Randstad Romania SRL
- Randstad Staffing SRL
- Ausy Technologies Romania SRL

singapore
Principal activity: HR services and financing of Group entities
- Randstad (PTE) Ltd
- Randstad FTC Ptte Ltd

south africa
Principal activity: HR services
- Monster Recruitment South Africa (Pty) Ltd

spain
Principal activity: HR services
- Randstad España, SL Sociedad Unipersonal
- Randstad Consultores, y Soluciones de Recursos Humanos, S.L.U.
- Randstad Project Services, SL Sociedad Unipersonal
- Vexter Outsourcing SAU
- Randstad Technologies, SAU
- Randstad Empleo Empresa De Trabajo Temporal, SA Sociedad Unipersonal
- Monster Worldwide, SL

→ countries and entities.

sweden
Principal activity: HR services
- Randstad Nordic AB
- Randstad Sweden Group AB
- Randstad AB
- Randstad Sourceright AB
- Randstad RiseSmart AB
- Monster Worldwide Scandinavia A

switzerland
Principal activity: HR services and financing of Group entities
- Randstad (Schweiz) AG
- Swiss Jobs AG
- Randstad Sourceright AG
- Randstad Finance GmbH
- Qualitair Aviation Switzerland GmbH
- GULP Schweiz AG
- Monster Worldwide Switzerland AG
- AUSY Switzerland AG

tunisia
Principal activity: HR services
- Ausy Tunisie Sarl

turkey
Principal activity: HR services
- Randstad Search and Selection Personel Secme ve Yerlestirme Limited Sirketi
- Randstad Work Solutions Istihdam ve Insan Kaynaklary Limited Sirketi

united kingdom
Principal activity: HR services
- Randstad Group UK
- Randstad UK Holding Limited
- Randstad Middle East Limited
- Randstad CPE Limited
- Vedior UK Limited
- Randstad Financial & Professional Limited
- Randstad Technologies Limited
- Randstad Sourceright Limited
- Qualitair Aviation Group Limited
- Qualitair Aviation Services Limited
- Pareto Law Limited
- Randstad Solutions Limited
- Randstad Public Services Limited
- Randstad HR Solutions Limited
- Randstad Luxembourg UK Limited
- Monster Worldwide Holdings Limited
- Monster Worldwide Limited
- Monster Executive Services Limited
- Monster Worldwide Services Holdings Limited

united states
Principal activity: HR services
- Randstad North America, Inc.
- B2B General Partner, LLC
- Randstad Federal LLC
- SFN Group, LLC
- Randstad Professionals US, LLC
- Randstad Technologies, LLC
- Randstad Insurance, LLC
- Randstad General Partner (US) LLC
- Randstad US, LLC
- Randstad Inhouse Services, LLC
- Spherion Staffing LLC
- Spherion Financial Corporation
- Randstad HR Solutions of Delaware, LLC
- Temp Force, LLC
- RiseSmart, Inc.
- Pareto Law Inc.
- Monster Worldwide, Inc
- Monster International Holding Corp
- Monster Worldwide South Carolina, Inc.
- Gozaik LLC
- Military Advantage, Inc.
- Affinity Labs LLC
- Fastweb, LLC
- FinAid Page, Inc.
- Monster Government Solutions, LLC
- Monster Emerging Markets, LLC
- OCC.com, Inc.
- Monster CZ Holdings, LLC
- Celerity IT, LLC
- Celerity Federal Group, LLC
- Cella, Inc.

uruguay
Principal activity: HR services
- Randstad Uruguay SA

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Baxter Communications BV

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Report Company

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