

randstad global policy

equity, diversity  
& inclusion  
policy.





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# equity, diversity & inclusion policy.

17 April 2024 | 3 March 2025

Function: ED&I Global CoE

Document number/Version: 20250303 | v2.1

Confidentiality classification: C1 - public

Publication location: [randstad.com](https://www.randstad.com)

## 1. why this policy

### purpose

The purpose of this equity, diversity & inclusion policy is to state clearly Randstad's approach & commitment to equity, diversity & inclusion.

Within Randstad, inclusive behavior are guiding forces behind our personal and professional conduct. As a signatory of the UN Global Compact, Randstad strives at all times to uphold its principles in the area of ed&i.

This policy is consistent with and supportive of Randstad's Business Principles, especially Principles 1, 8 and 11:

1. We know and comply with international human rights principles, Randstad's internal policies and procedures, and the laws that govern our business.
8. We treat others fairly, act with care and consideration and respect human rights. We do not tolerate intimidation or harassment in any form.
11. We value diversity and inclusion. We are committed to equal opportunities and do not discriminate on the grounds of age, color, disability, gender identity, marital status, nationality, race, ethnic origin, religion, cultural background, sexual orientation, or any other irrelevant or illegal characteristics.

We want to be held accountable to listen, learn and make progress. We are committed to be a more inclusive workplace by encouraging our teams to bring their full selves to work, be good allies and inclusive leaders.

Randstad, driven by its vision to become the most equitable and specialized talent company, will put equitable opportunities at the heart of everything we do, because in a talent-scarce market, we need everyone on the pitch.

## scope & audience

This policy applies with immediate effect to:

- all Randstad board members and employees, who are also required to ensure that any companies controlled by them, observe this policy insofar as such activities may impact Randstad and/or Randstad companies (collectively, "Randstad employees"); and
- all Randstad agents, intermediaries, representatives, consultants, joint venture partners and any other person, acting on behalf of Randstad (collectively, "Business Partners").

For the purpose of this policy Randstad distinguishes three specific target groups:

**talent** - We recognize the risk of exclusion is real for talent of all backgrounds, whether they are entering, re-entering or staying active in the workforce. Around the world, these risks are highest for women, youth, people with disabilities, the LGBTQI+ community, older workers, and people from diverse ethnic backgrounds. Randstad actively focuses on supporting these groups as part of our approach to furthering employment market sustainability.

**clients** - People desire belonging & equity, and they expect employers to share similar values. So as talent scarcity increases, organizations must prioritize building a more equitable workplace. We understand our clients' struggles with talent scarcity, the growing skills gap and the need to drive a more equitable and inclusive workplace. We are equipped & eager to advise our clients on creating a more equitable & inclusive workplace.

**randstad employees** - The policy applies to all Randstad employees, regardless of the position and scope of responsibilities. Randstad 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.

## 2. definitions

- **belonging** is the individual's experience with being valued and accepted in the workplace. It is a sense of being able to share their true authentic selves. It's the final result of all the ED&I efforts.
- **diversity** is any dimension that can be used to differentiate one another which makes us unique. It is the understanding and appreciation of differences in thoughts, culture, racial ethnicity, gender, gender identity, sexual orientation, age, origin, religion, beliefs, education, disability, neurodiversity, socio-economic status, or veteran/military service.
- **employee resource groups (ERGs)** are the foundation of BRGs, which start as informal voluntary employee-led groups focused on connecting people with similar interests. As they mature and are linked to business goals, they evolve into BRGs.
- **equity** is providing the support and resources needed to eliminate barriers to full participation and fair opportunities for advancement in the organization.
- **equality** provides everyone equal treatment without necessarily leading to equitable outcomes.
- **inclusion** is the involvement and empowerment of all people regardless of their diverse backgrounds. It ensures that they are visible, heard, respected, and valued in the organization.
- **business resource groups (BRGs)** are company sponsored spaces for Randstad employees, underrepresented groups and their allies to gain insight into the needs & perspectives of



underrepresented groups, provide safe spaces for members to come together, connect and support each other and open growth opportunities

- **bias:** is a natural inclination for or against an idea, object, group, or individual, usually in a way to be considered as unfair. It is often learned and is highly dependent on variables like a person's socioeconomic status, race, ethnicity, educational background, etc. Biases are often based on stereotypes, rather than actual knowledge of an individual or circumstance.
- **unconscious or implicit bias:** biases are acquired during a young age, as a result of socialization & upbringing. Also the way a human's brain functions encourages formation of unconscious biases, that's why everyone has some degree of bias. The unconscious bias operates outside of the person's awareness and affects a person's understanding, actions & decisions. However, by reflecting critically on judgments and being aware of blind spots, individuals can avoid stereotyping and acting on harmful prejudice.
- **sensitive personal data:** sensitive personal data includes information about a person's racial or ethnic origin, political opinions, religious or similar beliefs, trade union membership, physical or mental health or condition or sexual life, or about the commission of, or proceedings for, any offense committed or alleged to have been committed by that person, the disposal of such proceedings or the sentence of any court in such proceedings. Sensitive Personal Data can only be processed under strict conditions, and will usually require the explicit expressed consent of the person concerned or a legal obligation. In some countries, photos and video images may qualify as Sensitive Personal Data as they can reveal a person's racial or ethnic origin and/or religious or similar beliefs.

## 3. policy

### vision, mission & strategy

#### our vision

At Randstad we are on a journey to become the most equitable and specialized talent company. Rooted in our [core values](#), Randstad is supporting equity, diversity, inclusion and belonging for our employees, clients, talent, community and other stakeholders. We grow each day through the energy and creativity brought by our diverse workforce. Our diversity pushes us forward as a company and a team. For all employers, diverse ideas, cultures and perspectives break down subconscious and systemic barriers and help build more creative, productive, agile and inclusive teams.

#### our mission

Our mission to ensure [equity, diversity, and inclusion is embedded](#) in attracting, hiring, compensating, motivating and developing our talented workforce. We strive to know and understand the development needs of our leaders, employees, candidates and talent while delivering innovative programs meeting these needs. As an organization, Randstad works to mirror the rich diversity of the communities in which we live, work and serve.

#### our ed&i strategy

Our people-centric ED&I strategy is integrated in our culture and guided by global best practices with continuous feedback from our employees, clients, talent, community and other stakeholders. We are mindfully focused on creating an inclusive culture where everyone can thrive while bringing their best selves to work, along with authentic perspectives and experiences. In addition, we have a global-local approach considering cultural nuances, prevailing local customs and laws. We are attentive to the voices of all employees with a focus on increasing diversity, inclusion and belonging.

Randstad undertakes various actions to gain insight into the perspectives of people from underrepresented groups and develops long-term plans to support these groups among its workforce. One of the main globally led actions to gain insight are Randstad employee-led Global Business Resource Groups for Randstad employees. We strive to ensure that our employees authentically see themselves reflected in our teams to build a greater sense of inclusion, trust, and belonging.

## our responsibilities

Randstad employees play a significant part in creating an inclusive and safe environment for everyone. That is why Randstad undertakes continuous efforts to raise awareness about ED&I, promote a culture based on respect and human dignity, and avoid micro-aggression, prejudices and all forms of harassment and intimidation.

Discriminatory or biased behaviors are not acceptable. When they occur and are noticed, they can be addressed in accordance with the [Misconduct Reporting Procedure](#). Only when we are aware, we can follow and want to follow up.

Randstad leaders at all levels, including Supervisory Board, Executive Board, regional and local management teams strive to be role models when it comes to creating an inclusive workplace.

Randstad undertakes continuous efforts to promote and teach inclusive leadership behaviors.

All Randstad Representatives act accordingly to demonstrate inclusive practice; which means particularly: encouraging diversity in the team, recruitment decisions based on competences and equal opportunities, a high degree of self-awareness and ability to recognize and challenge prejudice and/or biases.

Randstad strives to create a culture where employees, regardless of the position, are encouraged to stay curious, guided by empathy and data in mitigating the influence of possible unconscious biases on our behavior and decision making.

These are the expected behaviors and actions divided into groups:

### all randstad employees responsibilities

Every Randstad employee is responsible for treating others with respect and cultivating, encouraging, maintaining and preserving an inclusive environment. Inclusion is a reflection of our company culture where every individual feels valued, respected and supported. Every Randstad employee is obliged to avoid microaggressions and avoid acts from conscious biases. Every individual is obliged to modify the improper behavior if she/he/they notices it. We expect Randstad employees to discuss any doubts internally. In case of noticing the improper behavior we suggest Randstad employees to proceed as follows: speak to the author of the improper behavior and explain the impropriety and risks of the behavior, if needed speak to the manager and/or HR and/or reach out to Randstad Legal for support. If this does not feel safe, reporting this through the Randstad Group Integrity Line in accordance with our misconduct reporting procedure is also an option.

### leader responsibilities

Leaders' responsibilities apart from those mentioned above are expanded by:

- accountability; challenging any disrespect and/or discriminatory behavior. Being courageous in speaking up when they witness non-inclusive behavior. Follow the policy of Misconduct reporting and/or reporting those situations to local management or the local HR Department.
- championing ED&I company-wide efforts to help achieve Randstad's ED&I goals while building and sustaining an inclusive workplace environment by acting as a role model for inclusive behaviors.
- actively including different perspectives and voices of all groups (if possible) when making decisions.
- building one's awareness to reduce one's own potential biases.

- actively taking part in learning & educational ED&I activities provided by Randstad, especially those which focus on inclusive leadership.
- demonstrating behaviors that support Randstad's ED&I commitment.

### ED&I Committee and Executive Leadership Team (ELT) Responsibilities

As advocates for equity, diversity, and inclusion; the Committee & ELT regularly supports and participates in ED&I enrichment opportunities. The Committee & ELT shall:

- drive and promote inclusive leadership behaviors that foster a positive work environment for all.
- embed ED&I into daily interactions that are supportive of Randstad's ED&I commitment and monitor those efforts to ensure that positive outcomes are achieved.
- communicate ED&I goals and efforts related to raising awareness.
- regularly share our ED&I commitment and leader expectations.
- encourage open discussion regarding ED&I as part of Randstad's corporate culture such that people at all levels experience a sense of belonging and inclusiveness.
- embed accountability for ED&I throughout the organization by holding respective operating companies, functions, and departments accountable for commitment to this policy.

The Randstad Chief Executive Officer (CEO) serves as the Chair of the Committee and the Chief Human Resources Officer (CHRO) serves as Co-Chair of the Committee. Members include the Chief Operating Officer, Chief Talent Officer, Chief Executive, Randstad Technologies, Chief Executive, North America, Chief Executive, Enterprise, and the Global Chief Equity Officer. Committee members remain on the Committee by virtue of their office, until they no longer hold that position, in which case the subsequent person in that position assumes the role of a Committee member. Subcommittees may be established at the sole discretion of the Committee.

### our cooperation with suppliers

Our suppliers make an important contribution to the quality of our services. We therefore require our suppliers to embrace our standards and to comply with this Supplier Code, which is an integral part of our terms and conditions. It aims to ensure that the procurement of goods, works, and services takes place in a socially responsible and sustainable manner, and in conformity with our business principles. The supplier must accept and follow the [global supplier code](#).

### our commitment to equal employment opportunities

Randstad is committed to equal employment opportunity and prohibits discrimination based on any status protected by applicable law, which is also reflected in [Human Rights & Fair Labor Conditions Policy](#). These are important human rights and therefore we have a zero tolerance policy on these topics and included them in our Human Rights policy. This means that all allegations that we receive will be taken seriously and handled confidentially and sympathetically. If after further investigation allegations are confirmed, remedial action, disciplinary action (which may include termination), or legal action will be taken.

All actions and all terms, conditions and privileges of employment, including, but not limited to, recruitment, hiring, job assignments, transfers, promotions, compensation, benefits, layoffs, returns from layoffs, terminations, and access to training & personal development initiatives, shall be made without regard to race, color, religion, ancestry, national origin, age, sex (including pregnancy), sexual orientation, gender identity or expression, marital status, disability, veteran status, service in the uniformed services, citizenship status, genetic information or any other status protected by applicable law.

With regard to [equal pay commitment](#), Randstad analyzes internal gender pay issues on a yearly basis, per each region and takes appropriate actions, focused on internal workforce, to address any adverse findings.



[Diversity related personal data](#) is considered Sensitive Personal Data in many jurisdictions and can only be processed under specific conditions. In those cases the local data protection teams need to be involved to assist with the assessment on how to process this sensitive personal data in compliance with local laws and our Data Protection Policy.

## the use of artificial intelligence

Randstad also recognizes the opportunities provided by [artificial intelligence \(AI\)](#) to offer improvements in the area of accessibility. In line with our core values, we are looking to build and deploy AI technologies that benefit society as a whole. At the same time, [Randstad acknowledges the risks inherent in AI, especially in the areas of bias and discrimination, and is committed to actively working to avoid or mitigate those risks.](#)

Where Randstad makes use of machine learning or other types of artificial intelligence (AI) technologies, we do so in line with our [AI Principles](#). In particular, we strive for benefits such as advancing the inclusion of underrepresented populations, and creating new social, economic and educational opportunities for people. For all new technologies that we buy or build, we have put in place a data and AI ethics impact assessment to identify and mitigate AI ethics-related risks, to promote ethics by design, and to educate and raise awareness among Randstad employees. This risk assessment and risk management will be kept updated according to the latest global best practices and requirements under applicable legislation such as the upcoming EU AI Act.

## our commitment to accessibility

In [our commitment to accessibility](#), we recognize the significance of creating and maintaining digital content that is accessible to individuals with diverse abilities. We strive to design, develop and maintain our digital platforms to meet the requirements of applicable (local) law and regulations and the standards of the most up-to-date Web Content Accessibility Guidelines (WCAG), with a specific goal of achieving conformance to level AA.

# 4. when in doubt and/or when to report

When in doubt on any aspect of this policy, raise your concern with the Randstad local Human Resources department. Transparency must always be part of the Randstad culture. It determines how we look after each other, and it prevents you or one of your colleagues from getting into harmful situations.

Whenever an issue arises in relation to this policy, we need to properly assess the situation and consider what action can be taken. If a Randstad employee is the source of wrongful behavior, Randstad can take appropriate measures to stop this behavior.

Reporting violations against the ED&I policy is aligned with the Randstad Group [Misconduct Reporting Procedure](#).

For many matters, it can be a good first step to talk to the person involved directly, even though this may not always be easy. Of course you can also approach your direct manager or reach out to your local HR department.

However, if you feel this is not appropriate or you do not feel comfortable doing so, you can report to your Local Integrity Officer or the Central Integrity Officer directly, or make use of the Integrity Line.

A policy cannot describe all circumstances and rules. As a Randstad employee, you should use your common sense and professional judgment at all times.

## document control

corporate policy title	global ed&i policy
owner	global ed&i CoE
author	randstad ed&i CoE, human resources, risk, compliance and legal; with input from key stakeholders
creation date of v.1	2020
confidentiality level	public
description	policy on randstad's commitment and approach to equity, diversity, and inclusion (ed&i)

version number	modified by	modifications made	modification date	status
v.2.0	ed&i CoE	policy update	17/04/2024	EB approved/inactive
v.2.1	ed&i CoE	updated links to updated policies	03/03/2025	active

