

material topics 2024.



randstad material topics for enterprise value creation 2024

The table below showcases three examples of how Randstad's material topics have a great impact on our business and its generation of long-term value. Additionally, it discloses how targets and executive compensation are linked to these material topics, including our current progress towards them. Randstad intends to conduct or review the double materiality assessment every 2 years. More information can be found in our [annual report](#).

	working conditions	training	diversity
business case	<p>Through our partnerships with clients and talent, as well as our policy and industry involvement we invest in conversations on important issues including living wage, working time, fair and secure employment, and freedom of association collective bargaining. We aim to raise awareness and contribute to improved working conditions in the markets we operate in, and more widely.</p> <p>Decent working conditions create a positive impact by providing secure employment and reasonable working hours. Lacking decent working conditions result in the risk of lower employee and talent satisfaction from unsatisfactory employment terms, and low engagement resulting in unavailability (inability to attract, high turnover and absenteeism) of skilled talent. This in turn reduces talent's work quality, service delivery to clients and increases talent acquisition costs.</p>	<p>Training helps employees and talent learn the skills they need to succeed in their jobs. Through re- and upskilling people, we equip individuals with the essential skills and knowledge to remain competitive, adaptable, and successful in the evolving workforce. We offer different ways to learn, like traditional classes and virtual experiences. We also provide guidance on career paths and connect people with mentors to help them grow. Randstad continuously develops employees' skills through training and development programs, ensuring employability and higher employee engagement. In addition, this includes enabling and supporting the upskilling and reskilling of talent which is one of the key ways for Randstad to deliver its human forward promises.</p> <p>Training provides the opportunity to positively impact wellbeing, professional development and employability by offering continuous education (on both hard and soft skills) and career</p>	<p>Talent Randstad's commitment to equity and inclusion in recruitment focuses on creating a fair and inclusive process that recognizes the unique needs of all job seekers, particularly those from historically underrepresented groups. Randstad's mission is to ensure fairness, equity and diversity in attracting, hiring, compensating, motivating and promoting a top-level performing workforce. At Randstad, discrimination on any grounds is not acceptable.</p> <p>Diversity provides the opportunity to positively impact employees and talent by providing equal treatment and opportunities for all. It can positively impact talent engagement and satisfaction resulting in greater access to talent, improved productivity and business growth by providing equal treatment and opportunities for all, as well as measures against workplace violence and harassment.</p> <p>There is a risk of low employee and talent engagement and satisfaction resulting in limited access to talent, reduced productivity and business decline by a lack of equal treatment and</p>

		coaching. It also provides opportunities to increase talent retention, work quality and productivity.	opportunities for all, as well as insufficient measures against workplace violence and harassment.
business impact	Risk	Opportunity	Opportunity
business strategies	<p>Randstad has a global business strategy towards working conditions, which can be implemented in and adapted to local circumstances by our operating companies.</p> <ul style="list-style-type: none"> • In a joint approach with business leaders, policymakers and worker representatives we help to increase the priority of creating fair and quality work for all. • The Randstad in Touch platform measures and monitors employee engagement. • Randstad promotes employee participation. We support national works councils and engage in dialogue with trade union representatives, both on a national and international level. In Europe, we have our Randstad European Works Council to promote social dialogue. • We provide meaningful rewards and equitable remuneration, strengthening ties with the company and encouraging performance. • The 'Flexibility with Intentionality' principle ensures that remote and hybrid work arrangements meet both job requirements and personal needs. • We created a roadmap to explore step by step the potential gaps and possibilities to provide living wages. • We work to ensure the working hours of our employees and talent do not exceed the maximum set by local laws, collective bargaining agreements or International 	<p>Randstad has a global business strategy that places great emphasis on continuous training for our employees and talent, which can be implemented in and adapted to local circumstances by our operating companies.</p> <ul style="list-style-type: none"> • We offer a range of training programs, including development, skill enhancement, and career advancement initiatives. • We offer specialized content for talent in partnerships with leading educational institutions, and personalized career guidance through the Randstad Relevante Learning platform. These programs are tailored to help talent achieve their professional goals and excel in their roles. • Our global platform offers extensive training opportunities for skill enhancement and career advancement for employees. • Our internal mobility policy encourages employees to seek new opportunities within the organization, supporting career progression and personal growth. • Randstad offers multiple 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. 	<p>Randstad has a global business strategy towards diversity, which can be implemented in and adapted to local circumstances by our operating companies.</p> <ul style="list-style-type: none"> • Randstad's global equity policy and human rights policy underline our commitment and strategy to foster inclusive employment for our own employees, as well as for talent working at our clients. • Randstad aims to create more equitable and diverse workplaces, both at our own organization 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. • Our many local social innovation programs aim to improve employability and promote equal opportunities for underrepresented talent pools and people at risk of exclusion. • Our global equity committee serves as an internal executive advisory board. It is responsible for championing, engaging, and monitoring our company-wide efforts to achieve equity, e.g. by introducing global business resource groups. • Randstad is committed to advancing gender parity by incorporating equity KPIs into executive long-term performance goals by 2030.

	<p>Labour Organization (ILO) standards.</p> <ul style="list-style-type: none"> • We push for decent, clear, fair and workable rules and regulations in the markets in which we operate. 		
target	<p>Talent satisfaction score > 8.0 by 2025.</p> <p>Employee engagement score above benchmark by 2025.</p> <p>Employee absenteeism rate <2.2% by 2025.</p>	<p>Offer training, upskilling and reskilling to 750,000 talent by 2025 (baseyear 2024).</p>	<p>50% women in management positions by 2025 (where compliant with local legislation).</p> <p>41%, 42.5%, 44% and 50% in 2024, 2025, 2026 and 2030, respectively, women in senior leadership (where compliant with local legislation).</p> <p>Turnover rate for permanent employees <14% by 2025.</p> <p>Improve the work lives of 50,000 refugees, of which 40,000 by placing in jobs and 10,000 by training (2023 - 2025).</p>
progress (2024)	<p>Talent satisfaction score 2024: 8.4</p> <p>Employee engagement score 2024: 7.7</p> <p>Employee absenteeism rate 2024: 2.6%</p>	<p>talent trained in 2024: 445,100</p>	<p>Women in management positions 2024: 50%</p> <p>Women in senior leadership 2024: 40%</p> <p>Turnover rate for permanent employees 2024: 23.8%</p> <p>Refugees supported through training and job placements 2024: 38,000</p>
executive compensation	<p>Based on a presentation from the Executive Board, the Supervisory Board, upon the recommendation of the Remuneration Committee, set the following non-financial short-term incentives 2025 of the Executive Board:</p> <p><i>Reach an employee engagement score higher than benchmark.</i></p> <p>Additionally, the following target was set for the for the 2025 long-term incentives of the Executive Board:</p> <p><i>Increase weighted average</i></p>	<p>Based on a presentation from the Executive Board, the Supervisory Board, upon the recommendation of the Remuneration Committee, set the following non-financial target for the 2025 long-term incentives of the Executive Board:</p> <p><i>Increase percentage of employees working (talent) trained by the end of 2027 with 25% as 'on target' (with a weight of 11%).</i></p>	<p>Based on a presentation from the Executive Board, the Supervisory Board, upon the recommendation of the Remuneration Committee, set the following non-financial target for the 2025 short-term incentives of the Executive Board:</p> <p><i>Increase of redeployment of talent rate for top 9 markets (with a weight of 4%).</i></p>

	<i>talent satisfaction scores in the top 10 operating companies (with a weight of 12%).</i>		
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randstad material topics for external stakeholders 2024

Below table showcases two examples of how Randstad's material topics impact our external stakeholders by using quantitative output and impact metrics.

	training	diversity
cause of the impact	Operations & services	Operations & services
external stakeholders evaluated	Clients, talent, investors, public organizations, suppliers	Clients, talent, investors, public organizations, suppliers
topic relevance on external stakeholders	<p>Training and education (including up-& reskilling) is identified as one of the most material topics to our external stakeholders.</p> <p>It has a positive impact on talent's wellbeing, professional development and employability by offering continuous education (on both hard and soft skills) and career coaching.</p>	<p>Diversity & inclusive employment with equal opportunities is identified as one of the most material topics to our external stakeholders.</p> <p>It has a positive impact on talent by providing equal treatment and opportunities for all (covering age, gender, culture, special needs, disabilities), including equal-pay-equal-work. The lack of it could result in negative impacts.</p>
output metrics*	<ul style="list-style-type: none"> • Number of talent trained, training hours • Average increase in salary 	<ul style="list-style-type: none"> • Candidates unemployed for >1 year placed • Average length of employment of talent by Randstad • Number of placed talent receiving unemployment benefits before placement • % of job seekers who are employed
impact valuation*	<p>Creation of human capital through training and work experience.</p> <p>Human Capital can be created through enhancing the experience of employees and through employee training. This can help employees increase their productivity and earnings throughout their career.</p>	<p>Government savings on welfare benefits.</p> <p>A percentage of unemployed individuals receive welfare benefits from governments. Expediting the job search process can reduce the amount of people receiving these benefits, saving the government financial capital.</p>
impact metric*	<p>Monetary - euro's</p> <p>The monetary impact calculated in the impact measurement of the Baanbrekend program at Randstad Group Netherlands is €10,858,095.</p>	<p>Monetary - euro's</p> <p>The monetary impact calculated in the impact measurement of the Baanbrekend program at Randstad Group Netherlands is €19,287,730.</p>

*Based on the [impact measurement](#) of the Baanbrekend program at Randstad Group Netherlands. The five impacts are assessed in terms of their effects over the course of three years. This period starts from the moment the Baanbrekend participants are successfully placed in employment in 2020.