

value for employees.



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We are an attractive employer for our employees by offering continuous development and career opportunities. Data-driven insights help our employees to focus on what really matters in their job: serving clients and talent even better.

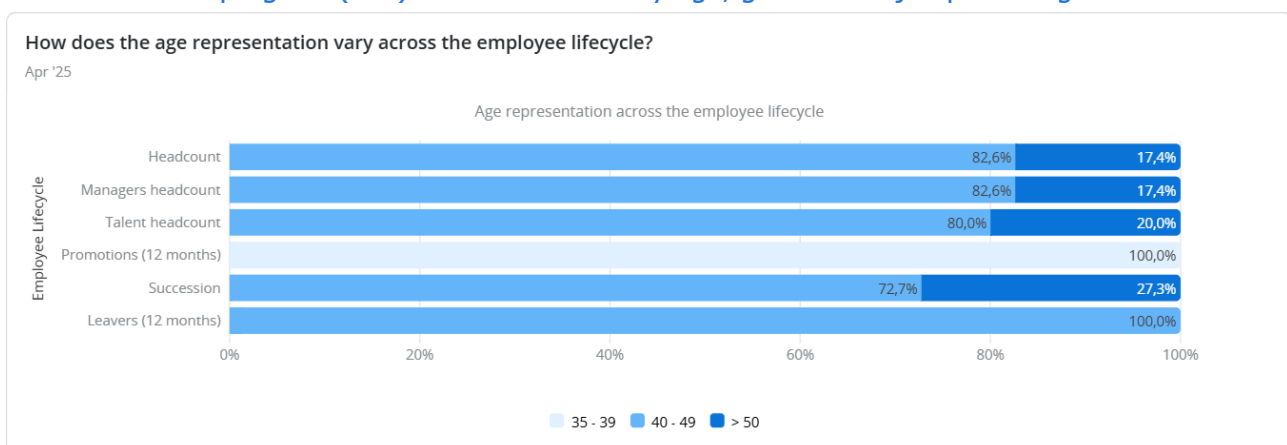
human capital development data 2024

senior executive program (SEP)

The SEP-learning journey is designed and intended to develop colleagues within Randstad who are seen as (high) potentials for future-ready leadership, who are able to lead and execute our Randstad strategy, build our culture, drive growth and client centricity and lead transformation in the new matrix organization. All focusing to create leadership impact on the clients, talents, their teams, and the organization.

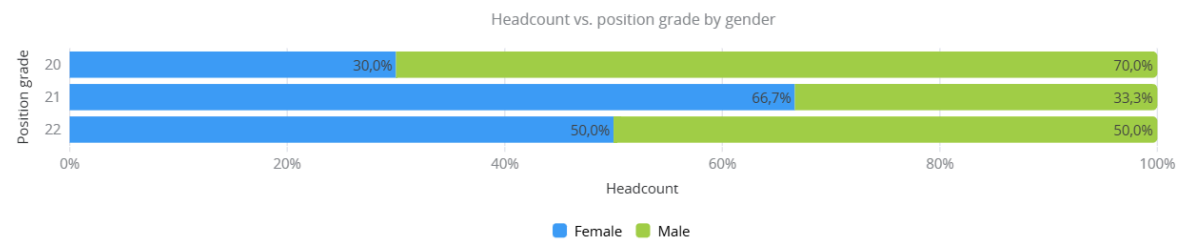
Translating best in class business-academic practices and outside learning into Randstad culture, strategy and leadership needs. We are committing to have 2 in-person and 2 virtual learning journeys.

senior executive program (SEP) data breakdown by age, gender and job position grade



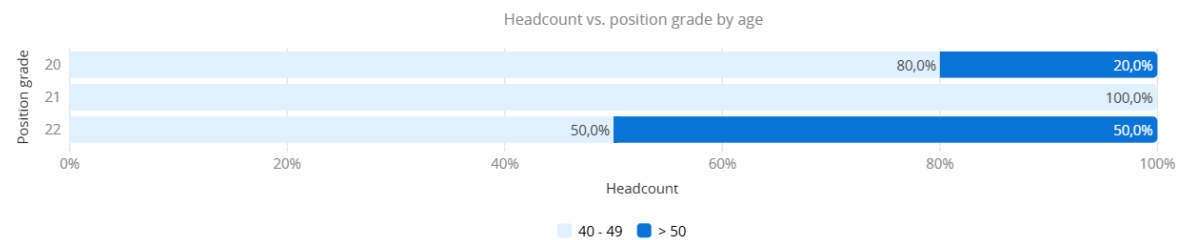
How does the gender representation vary across grades?

Apr '25



How does the age representation vary across grades?

Apr '25



sales leadership program (SLP)

The Sales Leadership learning journey aims to enhance commercial leadership impact across markets. It addresses current business challenges and builds a robust framework for effective leadership in today's evolving business environment. A unique aspect of this program is team-based enrollment, consisting of a sales leader and two direct reports. This team collaborates to integrate strategy and key insights to drive sales team success. This trio is responsible for disseminating key learnings, the sales strategy, and the sales approach within their operating company.

Key objectives include: defining and successfully executing a commercial development project within your country; developing sales leadership skills and mindset; enhancing implementation and change management capabilities; and fostering international networking to build a 'Randstad network organization'. This network aims to strengthen the globalization of the Randstad Group by providing participants with broader perspectives on diverse topics and emphasizing Randstad's cultural diversity across geographies and business types.

sales leadership program results and business impact 2 cohorts in 2024:

Randstad Germany - 'Scalable lead & opportunity generation' - One2Few approach

Focus on the inhouse sales team as contribution to the Sales Accelerator project in Germany. Status: 3,600 leads p.a., 60 opportunities p.a. in 40% less time and effort. Total opportunities with 18 of the large volume clients: €4,382,500.

Randstad Canada - 'Customized Talent Solutions to mid sized clients'

Focus on Day & Ross (5,000 employees and 43 sites in Canada): fill rate 94%, 10% wallet share growth, acquisition two new sites, 16% revenue growth yoy - contributing to the 7% revenue growth for whole of Canada in 2024.

Tempo-Team Belgium - 'Don't worry, be shoppy'

Reshape value proposition for retail, decide right delivery models, new frame for way of working, create retail super heroes. Created additional: €2,531 GP/FTE, 98 EW/FTE, € 402,524 revenue.

RIS The Netherlands - 'Simply Sales'

Organizing inspiration sessions with 9 selected clients. Realization of 2 new clients, 15 new starters, additional €225k turnover, two tenders prevented, embedded in way of working region, subject agenda ODT RNL.

Randstad Czech - 'Project Sales Days'

Increased sales activities during sales days with 72% (compared to 30% in 2023) with a result of 33% you new GP from new clients (compared to target of 30%). Outcome: think beyond the project.

Randstad Canada - temp growth strategy

Specialization strategy with temp focused consultants and split model. Visit volume increased 6% and also quality of visits (in person). Order volume remained flat year over year even with transferring enterprise accounts. 7% new clients generated in 2024. 2.3% increase in GM% on temp. And increase of temp revenue by €2.7 million.

RIS Belgium - retention & growth through the power of One Randstad

New approach to increase cross selling. 21 business reviews and communication plans, 79 colleagues of 7 divisions in learning snacks, average of 3.92 divisions active at our clients in S2/2023 (S1/2023 : 3.89 - S2/2022 : 3.66), 37 starters @our account unit + €104,848 fee, 4 internal colleagues interested in or mutated to other divisions.

Randstad Belgium - sharing lead practice

Engaging with clients, enlarging our and their network and activate lead sharing. Increase in new external connects of 165. Extra turnover staffing € 462k million, non-staffing €58k extra turnover. Potential future sales in pipeline €5 million. Increasing our visibility and credibility. Reinforced trust in our team.

Randstad The Netherlands - unlocking the potential

Defining propositions, pitches, go to market strategy and marketing campaign. From 300 active clients to 330 active clients, brought in €10 millions of new business and gained €1.5 million gross margin.

intercultural management program

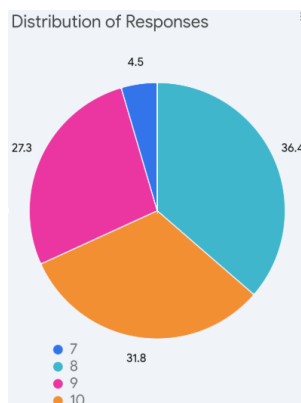
Intercultural Management is designed to empower participants with the confidence to navigate cultural differences and connect effectively with colleagues worldwide.

Through practical insights, reflection, and real-world strategies, they will uncover how cultural mindsets influence behavior, decisions, and collaboration. Equip them with the tools to adapt your leadership and communication, run more effective cross-cultural meetings, and strengthen global teamwork.

Led by expert facilitators, this program will expand their global mindset and build stronger, more effective connections within and beyond Randstad.

feedback from 22 Intercultural Management participants on business impact:

Do you think this training course will have an impact on the quality or efficiency of your work?



leading transformation in the digital age (LTDA) program

program overview: 8-week program

Leading Transformation in the Digital Age (LTDA) is a leadership program designed by the Randstad Frits Goldschmeding Academy in partnership with London Business School.

Whether you are leading people or a function in the organization, LTDA will give you the tools to navigate through constant change and the digitization of our industry. In this program, you will learn directly from top thought leaders from the London Business School and have Randstad executives to help you translate the

learning to your everyday work. You will have an opportunity to work on a real business challenge you are facing and receive peer feedback as you work towards implementation.

program objectives

Leading Transformation in the Digital Age provides a blend of Tech and Touch to enable busy leaders to find inspiration through digital activities and Randstad-led conversations, and apply them to their day-to-day practices.

By the end of the course, participants will develop their skills and adopt new behaviors to:

- implement practical new ideas that will help you transform how you lead
- build your personal agility
- enable you to lead and execute effectively in the VUCA world
- become more innovative and build a new mindset
- learn how to lead a team through change
- understand the importance of becoming a technology-first company
- lead your people using a strong and appreciative inquiry-based approach
- collaborate with your colleagues to identify approaches that create value for the organization
- work on a real-life business challenge and leave with a concrete strategy to execute

business impact

Belgium 	India 	USA 
Experiment: enhancing the customer experience	Experiment: driving performance through experimentation in "no Job Boards Process" and engagement (see appendix)	Experiment: reducing talent attrition
Impact <ul style="list-style-type: none">• Customer satisfaction scores increased by 15% in 4 months after experiment• NPS scores from Clients and talent rose by 100%• Revenue growth of 10% in first year following experiment• Successful scaling and cascade of experiment to 189 countries and 34 operating companies	Impact <ul style="list-style-type: none">• 17% increase in year on year revenue• 40% increase in growth profit• 111% rise in EBITA (earnings before interest, tax and amortisation)• Successful scaling and cascade of experiment to 189 countries and 34 operating companies	Impact <ul style="list-style-type: none">• Experimentation yielded 35 new innovative ideas• Reduction in talent turnover on San Francisco from 76% to 26%• Subsequent large financial savings• Seattle... reduction in attrition from 40% to 30% in the same year

"I can say with confidence that the remarkable transformation of Randstad India from a lagging, loss-making operating company into a top performer came directly as a result of the learning and actions born from the TLP and LTDA. The title says it all – transformation. It was transformative for me as a leader. The outcomes have been impressive. The programme has been a game-changer!"

training hours by gender

Training hours by gender corporate employees 2024	
Training hours	767.932
Headcounts trained	47.337
Training hours Female	513.039
Training hours Male	221.177
Headcounts trained Female	30.899
Headcounts trained Male	14.700
Headcounts trained in business principles	17.157

talent attraction and retention

hiring statistics 2024

- 10,653 new hires
- 63.2% of all new hires were female
- 42.4% of positions filled by internal candidates

performance appraisal

great conversations

At Randstad, we see the development of our people as a shared responsibility. To facilitate our people's continuous development and unleash their full potential, our performance management process is based on what we call Great Conversations. Besides regular business and performance check-ins, employees get together with their managers on a regular basis (at least once a quarter) for a constructive, future-focused development conversation in which they receive feedback and coaching. The dialogues and goals set in these Great Conversations are Meaningful, Aspirational and Progress-based (MAP). Our Great Conversations also provide the input for Reward & Recognition and Learning & Development (p42. [Annual Report 2024](#)) change to .

Having a total reward strategy linked to our business goals is crucial to attract and retain our employees. We aim to provide our employees with meaningful rewards that influence their affiliation with our company, while encouraging our performance.

management by objectives

At the start of the year, management in concert with employees decide on a number (depending per function level) of KPIs and measurable bonus targets. Objectives are set in line with our MAP method (Measurable Aspirational, Progress-based). Throughout the year, management assesses KPI realization with their direct reports, the discussion of which is part of our Great Conversations performance empowerment process. Actions that are often included in these plans are extra training, stretch assessments, projects, mentoring and coaching. Progression is being tracked frequently and if after the defined period no progression is perceived, the under performance is managed and alternative actions are taken (depending on the context and the situation). This leads to examples where employees take on different roles, are demoted or leave the organization via the Randstad network.

Please be also referred to our HR standards on this topic ([p. 25 of our HR standards](#))

multidimensional performance appraisal

Randstad acknowledges the importance of multidimensional feedback and regularly uses a 360 degree feedback assessment for development of employees as well as a leadership styles inventory and team climate survey used for manager and leader development. These feedback tools are often used on an adhoc basis for individual development and frequently in combination with participation in a formal development program. As mentioned in the HR Standards it is expected from markets to stimulate multilevel feedback on performance, development and growth for each employee. As 360 degree feedback assessments are taking an increasingly important role in our Learning & Development programs, we expect this number to go up in future years.

In addition to the full 360 degree feedback assessments we also actively promote the use of other feedback opportunities on top of and beyond the regular feedback employees receive from their (line) manager. Our engagement survey (Randstad In Touch) for example also provides feedback to our managers (through personal dashboards) on how they are being perceived by their employees with numerical scores and (anonymous) comments. As this survey is conducted group wide, it provides valuable insights to our management also by comparisons and enriches our development in performance management as a whole.

Comparative ranking of employees, or calibration as we call it within Randstad, is also an approach that we use regularly to help objectify differences in perceived performance levels (and subsequent rewards). Our HR standards ([p.35](#)) mandate calibration sessions (between managers) on a variety of HR processes, such as talent reviews, base salary increases and bonus realization.

The combination of all these different approaches creates some challenges in producing a single digit number. However, all our actions show a steady increase in awareness and application of multisource feedback culture.

team based performance appraisal

In certain areas/pockets of the organization, specifically employees in sales commission schemes (e.g. recruiters), team performance is assessed impacting variable pay.

health and wellbeing

Our global [health and well-being guideline](#) aims to support Randstad and its employees to access information on how to maintain and improve health and well-being at work, either at the office or while working from home

Randstad's global position regarding the monitoring of working hours, including overtime management and ensuring employees are compensated for overtime work, is to adhere to at least all applicable local laws and regulations. While there isn't a universally applied global policy, Randstad is committed to compliance with local policies in each region of operation. If a country has a Work Council ([Annual Report 2024](#) p. 115) this is a topic where the council will engage in.

As we are a global company, it is impossible to set global guidelines for paid parental leave. These guidelines are heavily dependent on local legislation. We do value the well-being of parents in our organisation. For this reason, we have included the elements of adoption leave, maternity leave, newborn leave, parental leave, pregnancy leave in our global health & well-being guideline. These are to be implemented per operating company, taking into account the minimum legal requirements. Operating companies may deviate from this in a positive way.

In our top 10 countries, which accounts for over 70% of our employee headcount, the average paid parental leave for the primary caregiver is >16 weeks.

#movetochange is a global Randstad initiative in partnership with Voluntary Service Overseas (VSO), bringing colleagues together. Through physical activities—whether walking, running, biking, yoga, or even dancing—participants unite to take action while fundraising for a youth employability program. The purpose of the sportsweek is not only to raise funds but also to raise awareness about VSO and the impact of the youth employability project in Tanzania. In early April, we organize our annual Sports Week in support of VSO.

equity, diversity, inclusion and belonging

- Share of women in total workforce (as % of total workforce): 67%
- Share of women in all management positions, including junior, middle and top management (as % of total management positions): 50%
- Share of women in junior management positions, i.e. first level of management (as % of total junior management positions): 65.1%
- Share of women in top management positions, i.e. maximum two levels away from the CEO or comparable positions (as % of total top management positions): 40%
- Share of women in management positions in revenue-generating functions (as % of all such managers): 62.3%
- Share of women in STEM-related positions (as % of total STEM positions): 49.7%