

value for employees.



value for employees

Randstad's EVP: together grow

At Randstad, we believe that when our people grow our business also grows. In 2025, we launched our global Employee Value Proposition (EVP), "Together We Grow." This unified commitment guides how we support our people across five core pillars: purpose, culture, well-being, rewards, and growth. By embedding equity, continuous learning, and holistic well-being into the everyday employee experience, we aren't just building a supportive workplace, we are unlocking the individual potential that drives our long-term organizational success.

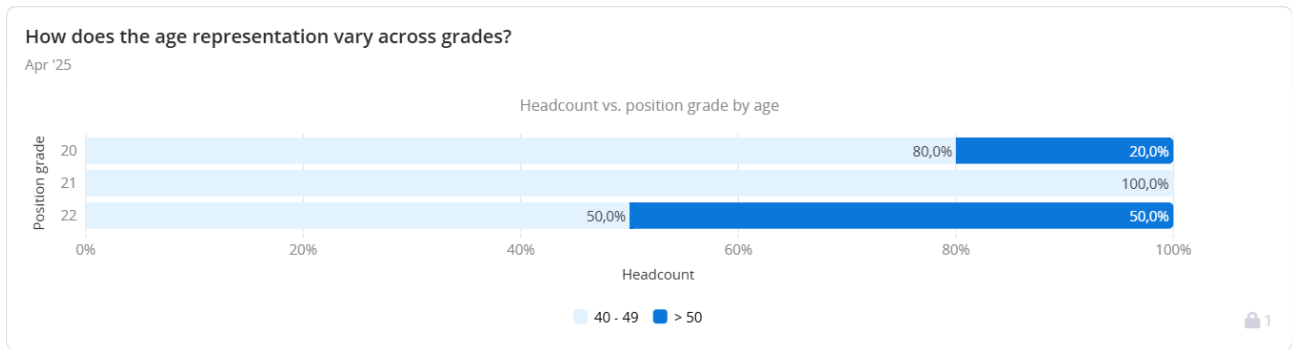
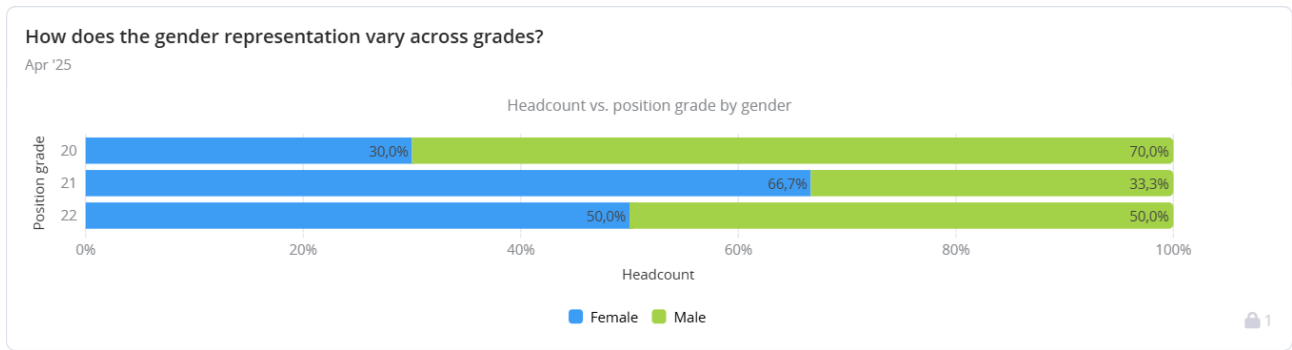
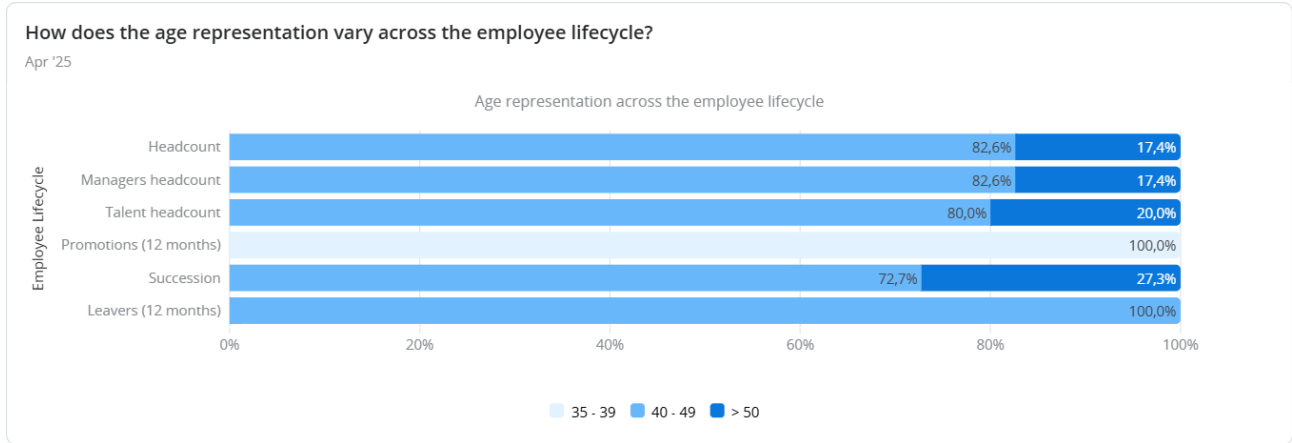
For us, "Together We Grow" is a commitment we track closely. We look at the data behind our five pillars to ensure our investments are making a real difference in our people's day-to-day lives and careers. Our initiatives are designed to support our diverse workforce, ensuring development opportunities are accessible to various groups, including part-time employees. The metrics below capture our immediate momentum. They are proof that we move in the direction that turns our global promise into daily, measurable action across our teams.

human capital development data 2025

senior executive program (SEP)

The Senior Executive Program is a transformative learning journey designed to empower Randstad's top leaders to navigate the company's evolution into the world's most equitable and specialized talent company. Newly designed and co-created by the Frits Goldschmeding Academy (FGA) and Duke CE, SEP challenges participants to expand their leadership capacity through the core lenses of 'Shaping the Future', 'One Randstad' and 'Powered by People'. It provides a safe, high-impact environment to bridge the gap between strategy and action, ensuring leaders can drive sustainable growth while transforming themselves and their teams.

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



results and business impact SEP 30 in 2025:

Team	Primary Focus	Benefits	Impact
Team 1 – Equity at Heart (Gen Z)	• 1 target cohort: Gen Z • 3 solution components (phygital hub, AI platform, advisory) • Pilot-first, low capex approach	• Avoids future market share loss tied to Gen Z talent • Enables new advisory revenue stream • Cost risk limited through pilot-based rollout	• Fulfillment rate uplift: planned (not yet quantified) • Brand sentiment improvement: to be measured • Programme scalable to all existing countries (tools already exist)
Team 2 – Growth Through Specialization (Professional Talent Solutions (PTS) Finance)	• Current market share: <1%–3% in most markets • Focus on high-margin finance roles • Active across 4 markets	• Increased sales volume & placements • Higher margin vs general staffing • Eliminates duplication across markets	• 1 PTS MD hired (Belgium, Q2 2026) • Finance Lead hiring ongoing • 2026 roadmap adopted in large markets
Team 3 – Best Team (AI & Output-Based)	• Shift to output-based delivery model • 4 transformation pillars • Global scalability built into design	• Lower cost-to-serve (targeted, not % defined) • Enables entry into Digital Market Place & outsourcing markets • Long-term margin improvement	• Q1 2026 pilots launched • Multiple leadership town halls completed • AI & power-skills pilots in progress
Team 4 Organizational Change Management / ADKAR (Account Transitions)	• €3B+ global accounts transitioning • Enterprise ADKAR framework applied • Multi-phase survey cadence	• Protects €3B+ revenue base • Reduces leakage during country handovers • Standardizes change adoption at scale	• Project handed to topic owners during presentation stage • OCM artifacts embedded in transformation streams
Team 5 – Delivery Excellence (Global Capability Centre/Global Business Services)	• Strategic target: 45% centralized delivery • Expansion to Germany, Argentina, Chile, Uruguay • Unified global delivery model	• Structural margin uplift • Significant cost-to-serve reduction • Increased fulfillment & scalability	• 5–8% revenue impact (leakage reduction) • 20–60% wage cost advantage via GCC/GBS • Toolkit moved to topic owners

In addition to the above, in 2025 we modernized all our global leadership development programs by transitioning into a unified, interconnected framework that spans multiple leadership levels. This strategic refresh ensures our development investments are streamlined and directly aligned with our evolving business needs. These revamped initiatives are currently being deployed, and the results of the various programs are already well underway.

intercultural management program

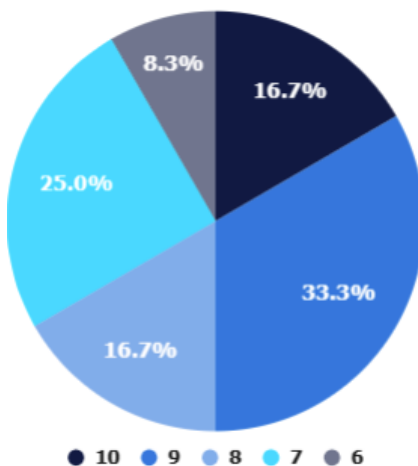
Intercultural Management is designed to empower participants with the confidence to navigate cultural differences and connect effectively with colleagues worldwide.

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.

results and business impact

The 28 management participants evaluated the following question: "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

During the LTDA program, participants deploy real-world business experiments that drive tangible impact across multiple levels of the organization. Our initiatives have successfully delivered results in key areas like financial performance, client and talent satisfaction, and global innovation.

compliance induction and refresher training

To ensure all our employees are and continue to be familiar with our values and business principles, the relevant compliance related policies and including knowing how to report in case of suspected misconduct Randstad has compliance training. This is mandatory at induction and is followed by refreshing training at

least every two years. The training consists of 8 modules: core values, business principles, fair competition, gifts & hospitality and anti-bribery, human rights and fair labor conditions, data protection and AI, information security, misconduct reporting (whistleblowing; what to do in case of suspected misconduct and how to report) and concludes with a short assessment. The modules consist of explanatory cartoons, summary of the policy, and dilemmas and questions to ensure understanding of each of the topics.

AI skills accelerator

The AI Skill Accelerator is a mandatory global learning initiative designed to upskill Randstad's workforce and heavily promote AI literacy. By ensuring that all corporate employees have access to training in artificial intelligence, the program serves as a foundational investment in Randstad's people. Every employee is mandated to complete the training by Q1 2026—a deadline Randstad considers an important milestone in strengthening its overall digital maturity and ensuring its workforce is prepared to thrive in an AI-enabled future.

The AI Skill Accelerator offers several key benefits from an employee perspective:

- **Boosting Daily Productivity and Creativity:** The training directly supports employees by giving them access to a full suite of AI tools designed to fuel their creativity, streamline their daily tasks, and maximize productivity in their roles.
- **Ensuring Equitable Access to Future Skills:** This program guarantees that the benefits of technological advancements are distributed fairly and responsibly across Randstad's entire global workforce.
- **Future-Proofing Careers:** By providing this dedicated AI training, Randstad is investing in its people to ensure they build the digital fluency and AI literacy needed to remain highly competitive in a labor market where AI skills are increasingly important.
- **Responsible AI Use:** The curriculum emphasizes ethical AI use through dedicated modules on corporate AI policies, ensuring that employees understand how to leverage these powerful tools safely and responsibly in their day-to-day work.

specialization training

Rolled out in 2025, this is a strategic program specifically designed to build commercial excellence and deepen industry-specific expertise across Randstad. By structuring training and formal accreditation around specific specializations, the initiative ensures that field colleagues are equipped with highly relevant, targeted knowledge. This tailored approach directly aligns their expertise with the distinct talent pools and client markets they serve.

training hours by gender

training hours by gender corporate employees 2025	
Training hours	697,144
Headcounts trained	41,472
Training hours Female	457,287
Training hours Male	205,705
Headcounts trained Female	27,037
Headcounts trained Male	12,450
Headcounts trained in business principles	27,454

people dashboard

At Randstad, data-driven people insights are central to how we lead and manage our organization. Our Global People Dashboards provide leaders at every level with a consistent, real-time view of workforce health — enabling the fact-based decisions that keep our organization connected, effective, and future-focused.

talent attraction and retention

hiring statistics 2025

- 8514 new hires
- 42.1% 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 ongoing 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). Great performance conversations help managers and employees develop a stronger partnership that promotes growth and learning. Ongoing conversations are important and are about building trust and sharing frequent coaching, insight and feedback on performance. During the year, both manager and employee are encouraged to initiate ongoing Great Conversation to discuss progress on the MAP goals. This review includes feedback from the employee, the manager and the business. Our Great Conversations also provide the input for Reward & Recognition and Learning & Development (p31. [Annual Report 2025](#)).

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. 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 see more on this topic ([Annual report](#) p. 30-31).

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. 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 practices 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

To ensure our global initiatives truly resonate, we actively track employee health and wellbeing through a dedicated module in our engagement survey. Our score stands at 7.7 and successfully exceeds the 7.6 the established benchmark for this specific module. This data-driven approach directly supports our Global Health and Well-being Guideline and initiatives.

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 2025](#) p. 90) this is a topic where the council will engage in. To ensure our practices translate into a healthy workload, we actively track employee sentiment through a dedicated section in our engagement survey (workload scoring 7.7, which is +0.3 above benchmark). To further protect employee

well-being, our health and wellbeing guidelines require that managers actively promote the use of annual leave. This is supported by local HR system reminders as statutory holiday expiration dates approach.

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.

Social protection: All our corporate employees are covered by social protection against income loss due to at least one major life event – including sickness, unemployment (upon commencement of employment with the company), employment injury and acquired disability, parental leave, and retirement – in full compliance with local labor regulations. Besides mandatory regulations local markets frequently implement supplementary programs to expand the social safety net, more examples can be found in our [local sustainability initiatives](#) document.

#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): **68%**
- Share of women in all management positions, including junior, middle and top management (as % of total management positions): **52%**
- Share of women in junior management positions, i.e. first level of management (as % of total junior management positions): **65.4%**
- 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): **42%**
- Share of women in management positions in revenue-generating functions (as % of all such managers): **63.9%**
- Share of women in STEM-related positions (as % of total STEM positions): **49.9%**