

material topics 2023.



randstad material topics for enterprise value creation 2023

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.

	working conditions	occupational health and safety	diversity & inclusive employment with equal opportunities
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>Lacking decent working conditions result in the risk of lower 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 and increases talent acquisition costs.</p>	<p>We look after our people, and providing a healthy and safe working environment is part of that. We do all that is reasonably practical to prevent injury and illness and look after mental health and well-being.</p> <p>The risk of increased workplace health and safety accidents would expose Randstad to legislative breaches and civil claims. This may damage Randstad's reputation as well as increase costs (e.g. litigation, paying damages, implementing more controls, legislative sanctions). Additionally, the risk of increased unavailability of talent will result in higher operational costs (finding replacements, increased insurance premiums, reduced productivity) and increased dissatisfaction from clients.</p>	<p>Diversity & inclusive employment with equal opportunities has been part of the philosophy of our organization, established during its foundation, to manage Randstad responsibly and develop Randstad meaningfully as part of the society. Therefore, it is a topic of continuous acceleration. Greater opportunities will arise from the organization's ability 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.</p> <p>There are opportunities for higher talent engagement and satisfaction resulting in greater access to (ability to attract) skilled talent, improved productivity (lower absenteeism and turnover) and business growth by providing equal treatment and opportunities for all, as well as measures against workplace violence and</p>

			<p>harassment.</p> <p>The risk of low talent engagement and satisfaction could result in limited access to (ability to attract) skilled talent, reduced productivity (higher absenteeism and turnover) and business decline through a lack of equal treatment and opportunities for all, as well as insufficient measures against workplace violence and harassment.</p>
business impact	Risk	Risk	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"> • Lacking an universally agreed definition of living wage, we ensure to comply with formal legal frameworks to ensure compliance with international standards and national labor laws. We are actively involved in conversations around this and participate in the UN Global Compact Think Lab on Living Wage. • Randstad invests in social dialogue and concluding CLAs with trade unions. • We work to ensure the working hours of our employees and placed workers do not exceed the maximum set by local laws, collective bargaining agreements or International Labour Organization (ILO) standards. • We push for decent, clear, fair and workable rules and regulations in the markets in which we operate. • We are committed to flexible workforce solutions that protect workers' rights 	<p>Randstad has a global business strategy towards occupational health and safety, which can be implemented in and adapted to local circumstances by our operating companies.</p> <ul style="list-style-type: none"> • We ensure adequate protection for our talent and coordinate high quality preventive measures at clients, including guidance for preventing workplace hazards and safety training. • Our global occupational health and safety policy is cascaded and adopted at a local level to ensure consistent best practices at client sites and home workplaces. Our operating companies adhere to all applicable local regulations and standards through mature health & safety structures. • In various countries and sectors, our consultants are trained to assess and advise talent on workplace ergonomics and general wellbeing. For some sectors and geographies, clients are evaluated for workplace risks before we commit to supporting their talent needs. • Our global health & well-being guidelines specify how to prevent physical and mental health issues as much as possible and promote healthy habits. 	<p>Randstad has a global business strategy towards diversity & inclusive employment with equal opportunities, 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, diversity and inclusion (ED&I) 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 EDI&B council drives an expanded EDI&B agenda at a global level, e.g. by introducing global

	and enable opportunities for growth and development.	<ul style="list-style-type: none"> Our operating companies use a variety of measures designed to advance employee well-being. We have formal agreements with relevant trade unions on health and safety topics. 	business resource groups.
target	<p>Reach an engagement score higher than benchmark (with at least 80% participation) by 2024.</p> <p>Reach a minimum of 71% of operating companies achieving a satisfaction score of 8 or higher in 2024 (Customer Delight).</p>	Reach an absenteeism rate of maximum 2.2% by 2024.	<p>Reach 50% women in management positions by 2024</p> <p>Reach 45.8% women in senior leadership positions 2026</p> <p>Improve the work lives of 50,000 refugees, of which 10,000 by training (2023 - 2025).</p>
progress (2023)	<p>Engagement score 2023: 7.9</p> <p>Talent satisfaction score 2023: 71% of operating companies achieved a satisfaction score of 8 or higher.</p>	Absenteeism rate 2023: 2.4%	<p>Women in senior leadership 2023: 38%</p> <p>Women in management positions 2023: 50%</p>
executive compensation	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 2024 long-term incentives of the Executive Board: development of weighted average talent satisfaction scores in the top 10 operating companies (with a weight of 12% of 35%).	N/A	<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 2024 long-term incentives of the Executive Board.</p> <p>Specifically, the target relates to the percentage of females in senior leadership positions, with 40.8% as the minimum target, 43.3% as 'on target' and 45.8% as maximum target (with a weight of 11% of 35%).</p>

randstad material topics for external stakeholders 2023

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

	training and education (including up-& reskilling)	diversity & inclusive employment with equal opportunities
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"> • Average increase in salary 	<ul style="list-style-type: none"> • 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.