

value for
employees.



value for employees

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 candidates even better.

human capital development data 2023

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.

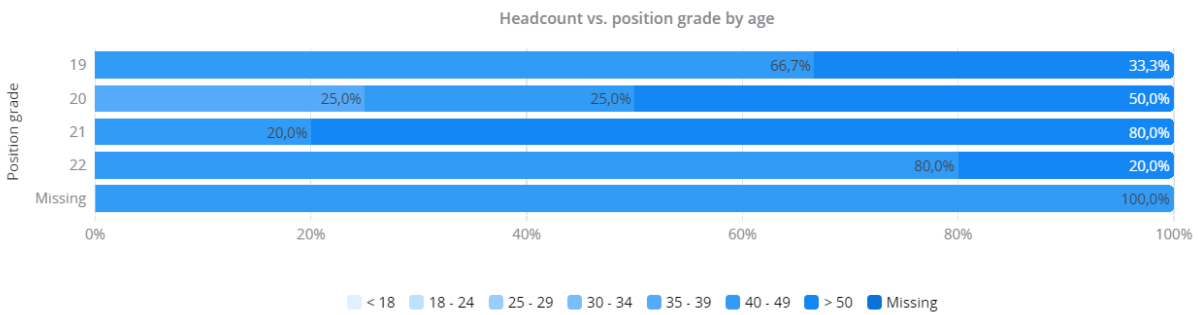
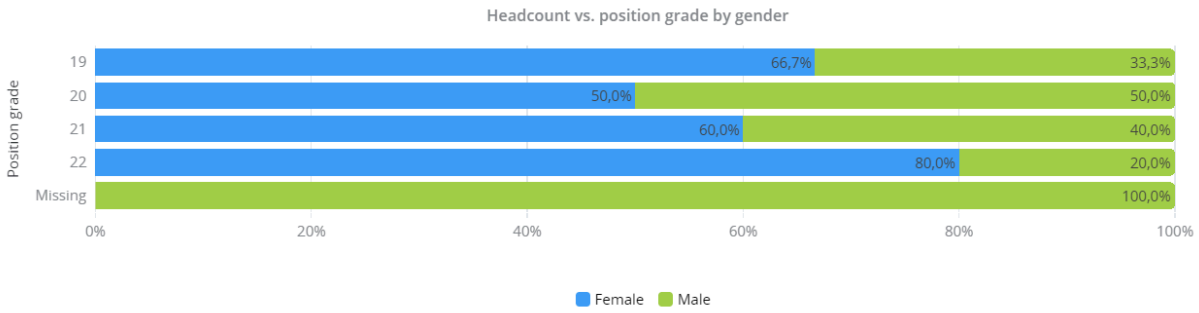
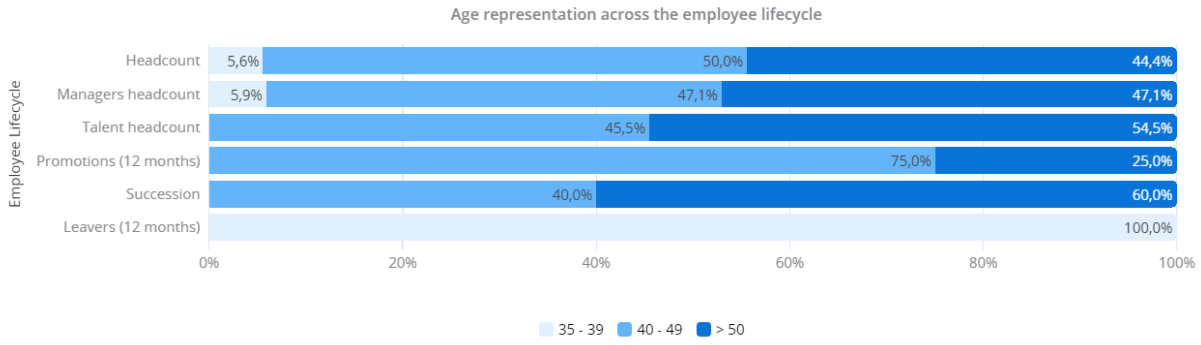
Translating best in class business-academic practices and outside learning into Randstad culture, strategy and leadership needs. We are committing to have 2 in-person and 2 virtual learning journeys.

senior executive programs results

collection of SEP's combined with the following results in 2023:

	team 1	team 2	team 3	team 4
aim	Boost sales and consultant success through a gamification app.	To fully understand resource availability within the Randstad in-house teams to enable better balancing of resources across the in-house accounts.	To create a culture where the organization dedicates net new sales talent to help Randstad "play to win".	To make Randstad an employer of choice for talent by delivering a global up & reskilling strategy that leverages better insights and use of ROI to drive managerial decisions on where to play and how to win.
impact	<ul style="list-style-type: none"> 40% increase in sales activities as observed in experiments and live use in Germany. 3% increase in market share in Spain and 2% in The Netherlands. 10% increase in clients and placements in The Netherlands. 	<ul style="list-style-type: none"> 582 additional talent added to the recruitment pipeline. 100 additional hires. An additional \$239k was generated in revenue with no added cost. Paved a path for continuous productivity improvement across the NAM region. 	<ul style="list-style-type: none"> Successfully designed a new sales blueprint and aligned it across the company. Increase of 45+ new clients in Germany. Switzerland set investing in the new sales strategy as its top priority. 	<ul style="list-style-type: none"> 133% retention rate. Improvement by 18% of idle time (time employee is ready to perform). 99% increase in revenue per employee.

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



leadership in motion program

Leadership in Motion 2023	
Program Goal: Provide managers with the people skills required to engage a team, help them achieve results, and develop them into future leaders. Target audience is managers with 3 to 5 years experience managing people.	
Total Enrolled Participants since start of the program in 2012	1001
<i>Program Cost per Participant (in 2023)</i>	\$1,241.17
Program KPI Results	
Higher Promotion Rate vs. Overall Randstad US Average	1% above
Stronger Retention Rate vs. Overall Randstad US Average	7% above
Higher Average Revenue Growth YOY vs. Overall Staffing Average	5% below
GM\$/Budget Average vs. Overall Staffing Average	0% on par

talent attraction and retention

hiring statistics 2023

- 10,588 new hires
- 64% of all new hires were female
- 50.9% 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 now 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 (p69. [Annual Report 2023](#)).

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 out 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.

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 applied to approximately two third of our corporate employees and approximately a quarter of senior management positions - often used on an adhoc basis for individual development and frequently in combination with participation in a formal development program. 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 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

Over half our employees are employed in a sales role. These roles are measured through a sales based commission or bonus scheme, which will typically have both elements of individual performance and team based performance.

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

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.

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): 57.6%
- 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): 38%
- Share of women in management positions in revenue-generating functions (as % of all such managers): 58.4%
- Share of women in STEM-related positions (as % of total STEM positions): 47.3%