

equity, diversity and inclusion report. 2023



randstad

partner for talent.

leading with purpose.

Randstad’s 2023 annual Equity, Diversity, and Inclusion (ED&I) report celebrates a year filled with transformational initiatives to realize our vision of becoming the world’s most equitable and specialized talent company. It showcases the dedication and accountability of our leadership to forging a brighter, more inclusive future — both for our own employees and the talent we place in clients’ organizations. Moreover, the report highlights two ingredients that are vital to the journey we are on: a collaborative approach that pervades every part of Randstad and the deep belief that every action we take counts toward reaching our purpose.

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introduction.

The overarching theme for the 2023 Equity, Diversity and Inclusion (ED&I) report — Leading with Purpose — is a direct reflection of our vision to become the world's most equitable and specialized talent company. Our CEO and Executive Leadership Team are passionate about Randstad's purpose.

In striving to bring the best talent to our clients, we recognize the need to explore diverse talent pools. Our commitment extends across gender, ethnicity, background and disability. To provide the best possible service to clients as well as fulfill our purpose, we must ensure equitable treatment throughout the talent acquisition process. This goes beyond just placing individuals in roles; it's about providing support, training and fostering talent's success beyond the starting line.

Reflecting on the past year, we are proud to acknowledge the progress we have made, but we must stay committed to closing any gaps in diversity, equity and inclusion that remain. Pursuing this goal is not

just the right thing to do but a business imperative in a world where talent is scarce.

We acknowledge the importance of diversity at work, understanding that diverse teams contribute to better ideas, innovations and outcomes for our clients. Leading with Purpose means creating an environment where everyone can bring their true selves to work, fostering a culture that values unique perspectives and experiences.

This report will share stories, moments and reflections on our global equity, diversity and inclusion journey. As you explore this report, we want to show you how Randstad, as the world's largest talent company, has embedded ED&I deeply within its core values. And we hope that, as you read on, you will continue to share our commitment to equity@work and celebrate our successes. But most of all, we want you to keep challenging us to do better by holding us accountable to being the world's most equitable and specialized talent company.



a message from
the chief executive
officer.



→ a message from the chief executive officer.

leading with purpose.

Randstad has a rich history and culture of inclusion, reflected in our global footprint as the world's largest talent organization. In 2023, we continued to build on these foundations with our vision to be the most equitable and specialized talent company and a Partner for Talent. We want our people, talent and clients from every region to trust in Randstad as the partner of choice.

We believe that leading purposefully by setting the tone from the top through inclusive leadership behaviors and actions is vital to realizing this ambition. I am proud of our achievements and the dedication of our leadership team for bringing our vision to life across the 39 countries we operate in and serve.

Randstad is leading our industry in addressing talent scarcity through ED&I.

In our [2023 Workmonitor Report](#), we surveyed more than 35,000 people who indicated that job security, flexibility and belonging are key factors in their choice to work for a company. I believe Randstad is uniquely positioned to address these priorities. We are actively engaged in bringing equitable opportunities to all workers, so they can thrive.

We ensure our employees and talent have meaningful work that aligns with their ambitions and motivations.

Our commitment to ED&I is demonstrated through our:

- investments -- in 2023, we grew our global ED&I team to cover each market as part of our overarching people strategy, with the support of our executive leadership team and Board of Directors
- transparency -- in this report, we are communicating our aspirations and overall ED&I data to enhance visibility and accountability
- representation -- we continue to make incremental improvements in our underrepresented minority groups

I am excited about our Partner for Talent strategy as we continue to grow Randstad as a company that has equity, diversity and inclusion embedded at the heart of its business.

[Sander van't Noordende](#)
CEO and Chair of the Executive Board Randstad N.V.

a message from
the chief human
resources officer.



→ a message from the chief human resources officer.

bringing out the best in our people.

As the world's largest talent company, Randstad is dedicated to driving workplace equity. In today's talent-scarce market, equity is no longer a 'nice to have' but a critical business imperative, leveling the playing field for everyone. Talent and equity are core to our Partner for Talent strategy, and we want our achievements in ED&I to inspire our people, talent, and clients.

As CHRO, I believe meaningful progress must start from within. The expectations of talent have evolved. This applies to our own employees as much as the talent we place. As our 2023 Workmonitor Report has shown, employees want to feel a sense of belonging, and working in an equitable setting plays a key part in this context.

This is the reason one of our five strategic pillars is about creating the best team in the industry.

We take enormous pride in the substantial progress we have made in ED&I for all 40,000 of our employees. Over the past 12 months, we have introduced six global business resource groups to support our diverse employee base, driving our ED&I agenda from the ground up. We've also committed to achieving gender parity by 2030 and are putting in place measures to ensure equal access for all genders to our employee development programs.

These are just a few of the many initiatives we have introduced over the past year to progress towards our ambition to be the world's most equitable and specialized talent company.

The insights we glean from our people, talent, clients and partners are invaluable in this context. This collaborative approach allows us to

continually adapt our policies, practices and workplaces to be more inclusive, accommodating the diverse needs of our workforce. Your feedback is not just welcomed; it is integral to our evolution.

This report revisits the key moments that defined ED&I at Randstad in 2023, not just the many achievements but also the challenges we had – or still have – to overcome. Reflecting on these will be important in terms of motivating us to do even better and achieve more together in 2024 and beyond.

However, as we explore our culture, people, leadership, organization and capabilities in the following pages, it will become evident that our collective efforts are paying off in terms of building an organization

[Myriam Beatove Moreale](#)
Chief Human Resources Officer

a message from
the global chief
equity officer.



→ a message from the global chief equity officer

equity is at the heart of our business.

At Randstad, we are proud of our globally recognized, exceptional culture, built upon a long-standing history and values. In 2023, we set out to create the foundations for becoming the world’s most equitable and specialized talent partner. With this in mind, we focus on growing and sustaining an inclusive workplace where everyone can thrive and bring together our collective authentic perspectives and experiences. Our commitment to ED&I begins with inclusive leadership and extends to all the ways in which we engage, motivate and include our most valuable resource — our people.

inclusive leadership: new global ED&I committee

We are proud to have launched our new global ED&I committee. The committee acts as an internal executive advisory board responsible for championing, engaging and monitoring company-wide initiatives towards meeting our ED&I goals. As advocates for equity, diversity and inclusion, the committee regularly supports and participates in ED&I enrichment opportunities. One example includes being actively engaged and sponsoring our global ED&I sunrise-to-sunset events celebrating key moments. The committee’s goals are to raise awareness of ED&I at Randstad while also focusing on creating a sustainable, inclusive workplace climate for internal employees and external talent. A key focus of the committee is facilitating progress towards gender parity by 2030.

deliberate actions: global-local strategy

Our global ED&I strategy is seamlessly woven into our business, shaped by best practices and informed by continuous feedback from our employees, talent and other stakeholders. We have adopted a global-local approach when listening to the voices of our people. This encompasses cultural nuances, local customs and compliance considerations in each market. Our focus areas include gender equity, disability inclusion, LGBTQI+ awareness and locally underrepresented groups.

navigating our ED&I journey

This report underscores some of the notable accomplishments in ED&I throughout 2023. But it also highlights areas where we still need to improve and are passionate about achieving success. We firmly believe that fostering equity and inclusion is a shared responsibility upheld by every individual across all our markets. Given the pivotal role people play in our ED&I journey, we strive to enhance what we offer, giving our people equitable access to ever-improving opportunities for growth and development.

Audra Jenkins
Global Chief Equity Officer



randstad in numbers.

a snapshot of 2023



#1

leader in global talent services



€ 25,426

revenue in millions
(2022: € 27,568)



631,100

number of talent placed
< 25 years
(2022: 697,600)



7.9

engagement score
(2022: 8.1)



>12,200

talent with disability placed
(2022: >13,000)



255,200

number of talent placed
> 50 years
(2022: 269,700)



50%

women in management positions
(2022: 50%)



48%

women in STEM roles
(for Randstad, this relates to technology and finance)



2023 at a glance.

As the world's largest talent company, Randstad in 2023 was a remarkable year for Randstad in terms of progressing towards our ED&I targets. We were able to build on the solid foundations we were able to lay in 2022, including the launch of Randstad's ED&I practitioner's toolkit and a pioneering self-identification pilot of diversity demographic information in four markets. This enabled us to make significant strides forward in the past year. 2023 saw the full integration of our global Chief Equity Officer as a major step towards creating a dedicated global equity team which was brought together during the year, equipped with clear objectives and a roadmap to advance our ED&I goals.

A high point of 2023 was a series of global Sunrise-to-Sunset events, which brought together Randstad colleagues, leaders and external experts to share insights on topics such as women's empowerment, LGBTQ+ inclusion and enhancing workplace accessibility. Alongside our quarterly ED&I practitioner meetings and monthly virtual coffee sessions, these events fostered a vibrant culture of crosspollination and inspiration in the global ED&I community's continued development.

our people

- New global Business Resource Groups (BRGs) launched.
- Introduction of global "Sunrise-to-Sunset" events supporting key inclusion moments and BRG goals.
- Launch of the ED&I practitioners' toolkit.

our clients

- Over 100 client engagements by the global equity team.
- Randstad India. held an equity@work webinar with clients and experts.
- Enterprise APAC supported a client in exceeding gender representation goals with 51% women recruited.
- Enterprise EMEA Initiated the launch of neurodiversity training for clients.

our community

- Poland partnered with TENT to provide mentoring to 21 Ukrainian women refugees seeking employment.
- Kliff by Randstad, an innovative system promoting the integration of people with disabilities in the workplace, launched in France.
- Randstad Foundation Spain, helped more than 5,200 job seekers at risk of exclusion (mainly people with disabilities) to reintegrate into the labor market. More than 2,100 got a job.

our partners

- DREAM program launched to support diversity in small businesses across North America.
- New MSDUK partnership for supplier diversity and innovation.
- Global partnership with WeQual for women's empowerment and development.
- Continued engagement with Out & Equal for LGBTQI+ inclusion.
- Evolved our partnership with Disability IN to support disability awareness globally.



→ 2023 at a glance.

Randstad recognizes the significance of understanding employees to build better relationships. Every quarter, we run our In Touch survey, allowing people to anonymously share their insights on the company’s strengths and areas for improvement. This helps us map the various factors influencing our commitment to maintaining a diverse working environment.

diversity and inclusion score

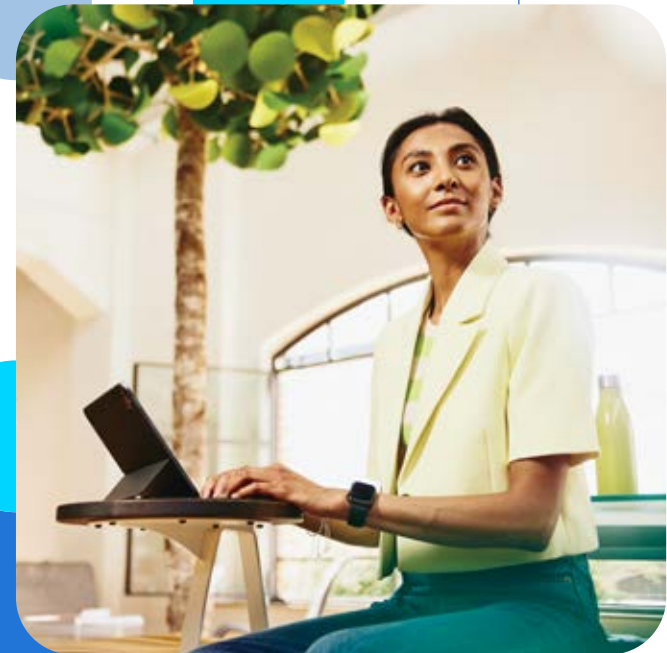
8.5

0.3 above professional services benchmark



good

In the middle range for the professional services sector





our people
and culture.

our people and culture.

At Randstad, we understand how vital it is to foster a culture where individuals feel free to be their authentic and genuine selves. To us, this authenticity is not just a concept but is deeply woven into our organization's very fabric. It forms the backbone of our culture of inclusiveness and belonging.

Our history and legacy serve as a beacon, ensuring that, while honoring our past, we are moving forward led by our core values. Among these values, the simultaneous promotion of all interests stands out as a guiding light, guaranteeing that inclusion and belonging are not just words but experiences our people "live" at every level.

As leaders, we are committed to welcoming and nurturing talent from historically underrepresented communities. But our role extends beyond just being a Partner for Talent. We want to be trailblazers in advocating for fair and equitable work for all, leading our industry when it comes to creating a more inclusive and equitable future of work.



Chris Heutink
Chief Operating Officer

global ED&I.

Our “global local” approach empowers us to have consistent goals and actions globally while accommodating local nuances and perspectives.

Our 3+1 model combines three global goals with one local priority. This means our ED&I teams can take a consistent and structured approach to developing and rolling out action plans around global diversity targets. And it leaves enough space for country-specific imperatives and cultural nuances, so that our strategies and action plans are truly meaningful and hyper-localized!

global goal 1: gender equity

- women in senior leadership
- career development — strengthening the talent pipeline
- retention
- women’s inclusion network (WIN) BRG
- sunrise-to-sunset event



“The inclusion movement is centered around justice and fairness, so it is really important to identify and remove barriers to make progress.”

- Tine Tytgat, Belgium



“It is never too late or too early to start your equity, diversity and inclusion journey, and building your own awareness is a fundamental step.”

- Marco Ceresa, Italy



“We use our talent review process to identify a diverse succession slate, ensuring that we promote and develop women leaders across levels and especially for roles where women are traditionally underrepresented. As a leader, it is my responsibility to ensure we keep moving forward on our inclusion journey.”

- Viswanath PS, India



global goal 2: LGBTQ + inclusion



- education and awareness
- voluntary disclosure where permitted
- PRIDE BRG
- sunrise-to-sunset event



“We understand that belonging starts with self-love and self acceptance.”

- Daily Pichay, Singapore



“I use our global sunrise-to-sunset events to reflect on the stories and experiences of our colleagues, they are invaluable for building awareness and education.”

- Katrien Kerckhove, Belgium



“Diversity leads to better competence as a team and a higher level of innovative thinking.”

- Martin Sjögren, Sweden



“Leading the ED&I movement in Japan has been very special for me. I want to help everyone understand that by creating an inclusive environment, people can ask for support from their colleagues before any situation becomes serious or difficult.”

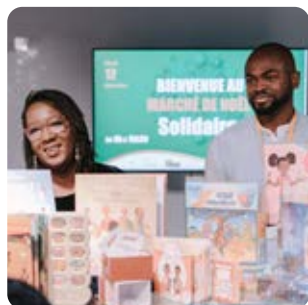
- Eiko Muramatsu, Japan

global goal 3: disability inclusion



- education and awareness
- voluntary disclosure where permitted
- alliance for disabilities and allies network (ADA) BRG
- sunrise-to-sunset event

local goal: underrepresented groups (defined by the market)



- education & awareness
- voluntary disclosure where permitted
- training
- reskilling



equity, diversity and inclusion (ED&I) pillars

supporting the world’s most equitable and specialized talent company

1 people

Championing equity, being a voice for all people, driving a culture of respect & belonging

2 clients

Impacting engagements as a trusted inclusive partner of choice

3 communities

Influencing key socio-economic, cultural and environmental issues linked to ED&I; leading as a role model & beacon of hope

4 partners

Enhancing our strategy by leveraging partners with a shared commitment and vision



“Leaders have a responsibility to ensure that there is clear direction and accountability to promote the ED&I agenda. As a leader, you must show up as an active champion.”

- Walter Reynaert, Belgium



“I have learnt a lot from being involved in our global BRGs. There is an immediate sense of being supported, heard and valued.”

- Magdalena Kustroń Michalska, Poland



“I am proud of our practices on work-life balance, self-development and care days. Our programs and policies exist to ensure that everyone has the support they need to thrive.”

- Kelly Henderson, Canada



our business resource groups. women's inclusion network (WIN) BRG



As an ardent advocate for women's inclusion and empowerment, I am honored and delighted to support the global Women's Inclusion Network (WIN) Business Resource Group. My commitment is deeply rooted in synergizing our efforts across global, regional, and local platforms to foster an inclusive, empowered and developed environment for our women colleagues worldwide.

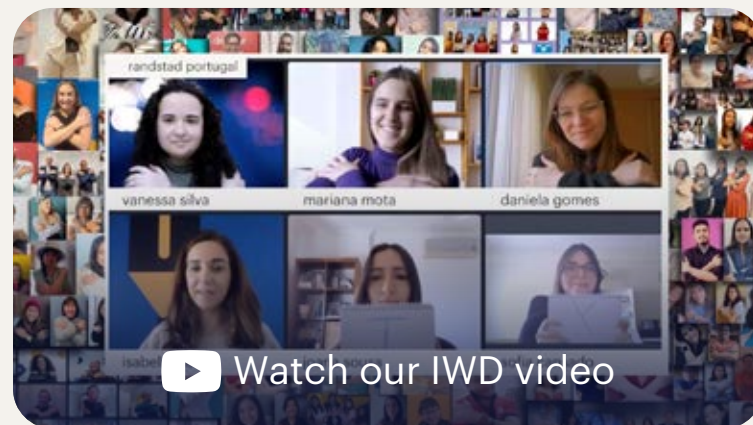
Myriam Beatove Moreale

BRG purpose: strengthen & encourage an equitable and inclusive workplace for women & allies



watch our [IWD video here](#)

This year we reached a significant milestone in our ED&I journey with the launch of our inaugural global Sunrise-to-Sunset event in celebration of **International Women's Day**. The day featured webinars with ED&I experts and business leaders from major companies, highlighting Randstad's commitment to gender equity. The event got us another step closer to our ambitious ED&I goals. These include enhancing women's representation in senior leadership roles, providing robust career development and mentoring opportunities for women, and nurturing a vibrant community of women colleagues and allies who support women's empowerment.



messages from the WIN BRG

“As the WIN BRG co-lead, I want to bring diverse perspectives of our women colleagues to the front and give our colleagues space to network and learn from each other.” - Laurina Cipriani, Randstad Digital

“We recognize international days of significance, socially and culturally, because these are reminders of the path we have traveled for women’s rights.” - Laura Warin do Nascimento, France

“With the Women in Finance community, aligned with WIN, I hope to encourage more women to consider careers in finance, and within our community to inspire and empower each other!”
- Marloes Heideveld, Netherlands

“We want to empower women to be their true selves, confidently pursue their ambitions, and move forward with courage.”
- Sandra Swinkels, Netherlands

“Specifically with gender, we see that the emotional labor of code switching takes quite a significant toll on women in the workplace and outside.” - Client participant

 **47%**

women promoted within senior management roles



“I hope to see more women in technology and other spaces where we are underrepresented. Together, we can build more equitable access to the technology workforce and offer another vision and another way to work.”

- Audrey Bellocq, Randstad Digital



“We are a great workplace because of our persistent efforts towards inclusion. People are central here and everyone can be themselves.”

- Karen Vandenberghe, Belgium



“We are in the middle of a global process bringing together different factors and variables that could set off the perfect storm to generate a tremendous impact regarding gender, diversity and inclusion in our world”

- Andrea Avila, Argentina



“Establishing a safe and confidential environment is fundamental to ensuring anyone regardless of their circumstances can seek psychological counseling and support services.”

- Chris Jiang, China



global pride BRG



I am deeply honored to lead the Global Pride Business Resource Group (BRG). Our group comprises a vibrant and engaged community of LGBTQI+ colleagues and allies dedicated to amplifying the voices and experiences of LGBTQI+ talent. The impact of this commitment was vividly demonstrated during our global Sunrise-to-Sunset event for Pride Month in June 2023. As we move into 2024, I would like to enrich our narrative further by introducing more nuanced perspectives and stories. We aim to shed light on the systemic barriers LGBTQI+ individuals face globally, thereby deepening our understanding and support within the community.

Marc-Etienne Julien
Chief Executive, Randstad North America

BRG purpose: strengthen & encourage an equitable and inclusive workplace for LGBTQI+ workers & allies



[watch our pride 2023 pride video here](#)

To recognize Pride Month in June 2023, Randstad hosted a global Sunrise-to-Sunset event featuring webinars focused on fostering equitable workplaces and communities for LGBTQI+. The webinars included Randstad colleagues who identified as LGBTQI+ as well as client leaders who are passionate about LGBTQI+ inclusion.

In August, the Randstad Global Pride LGBTQI+ Business Resources Group (BRG) was formally launched, embodying Randstad's dedication to fostering equity, diversity and inclusion in the workplace. This group provides a vital platform for LGBTQI+ employees and allies to connect, share and work on initiatives to enhance inclusivity. More than 130 employees attended the virtual

kick-off, which was led by the co-chairs with support from our leadership. The BRG aims to create a supportive community, educate on LGBTQI+ issues, advocate for inclusive policies, and engage allies through workshops, networking, community outreach and partnerships.



messages from the pride BRG

“It is fundamental, don’t make any assumptions about people’s personal lives. Go into that conversation very open.” - Clare Marshall, USA

“In a fiercely competitive talent market, you have to be true and authentic about how you engage with LGBTQI+ talent.” - Manuel Fernandez Anton, Spain

“I am happy that there is better LGBTQI+ representation in the full breadth within organizations, but also in media and entertainment nowadays. This nourishes the representation and role modeling we need.” - Rik Vos, Netherlands

“Being an ally for the LGBTQI+ community means using your power and privilege to support the rights of the community.”- Client speaker, Sunrise-to-Sunset event

“I felt truly supported by Randstad and everyone at work. Our policies and programs ensure that you have what you need so you can give your best and be who you truly are.” - Kyle Chen, Singapore

“I grew up in a world that negated my existence and filled me with self-doubt. I had a family, school and workplaces that made me believe that I didn’t fit in. My self-discovery could have been less lonely and less painful if I had seen more people like me on the journey. Today my existence and visibility in the workplace empowers and safeguards the interests of fellow LGBTQI+ colleagues who may not be out or are maybe discovering themselves.” - Rovin, India

“Belonging is really the experience of people and how they can be their true authentic selves, how they can feel valued and respected. So, across that journey of belongingness, there is room for everyone to contribute and it takes all of us to be and feel responsible to each other.” - Jos Schut, Japan



“Together, we are strong and successful. The lively exchange in our Diversity Council and the active involvement of our BRGs ensures passionate commitment, valuable solutions, clear goals and greater visibility of ED&I at Randstad and outside.”

- Frank Münze, Germany



“We must work together closely with local communities to bring change for those who are most vulnerable.”

- Samy Mikkilineni, Global Capability Centre



“Just be yourself! It's so easily said, but not easily done for everyone. I want to increase awareness of ED&I, so that every single person can find a place where they feel they are free to be themselves. In this way, we create societal impact. Together.”

- Amar Bissumbhar, Netherlands



alliance for disabilities and allies (ADA) BRG



Through the Alliance for Disabilities and Allies Network (ADA) Business Resource Group (BRG), my goal is to emphasize that diversity is not only a moral imperative but also a catalyst for innovation, talent attraction and enhanced business performance. It's important to recognize that individuals with disabilities often face significant barriers, primarily because our society and infrastructure have not been inherently designed with accessibility as a priority. The ADA BRG's recent global Sunrise-to-Sunset event marked a significant achievement on this journey. It has created a platform for open, honest and vulnerable conversations. These discussions are crucial steps towards building a disability-confident workplace and society. I am enthusiastic about the progress we've made and the path that lies ahead.

Mike Smith
Chief Executive, Randstad Enterprise

BRG purpose: strengthen & encourage an equitable and inclusive workplace for individuals with disabilities & allies

The International Day for Persons with Disabilities serves as a poignant reminder of the challenges and barriers individuals with disabilities continue to face. In recognition of this day, our global Sunrise-to-Sunset event was dedicated to shedding light on our colleagues' and clients' unique experiences and narratives. These powerful stories underscored our commitment to fostering an environment of inclusion and empowerment for people with disabilities, highlighting the steps we need to take to raise awareness and understanding of accessibility in our community.



Catch Aitor's story



Catch Aitor's story
[link video here](#)



messages from the ADA BRG

“When we stop looking at neurodiversity barriers and start celebrating the strengths, we create environments where we can accelerate through challenges. The world is not yet fully built with accessibility in mind.” - Chris Farrington, Randstad Digital

“Working with colleagues who have ADHD made me realize that we often are not aware of disabilities like that. If we are not supporting these colleagues in the right way, we lose them and their great capabilities.”- Judith de Jong-Mache, Netherlands

“To everyone who’s felt excluded at some point, I want to say, that you're enough just as you are. There isn't anything more that could be more than you are today. We welcome you into our communities and our groups, you belong.” - Pam Greenlee, New Zealand

“As a woman over 45 years of age and with a long-term illness, I believe that hybrid working benefits the inclusion of people with disabilities, at the same time we must remember that social interactions are very helpful, too.” - Maria Viver Gomez, Spain

“We must stop using euphemisms for disabilities and instead use the term disability with pride and empowerment. We must reclaim this identity and make it our own. “
- Partner speaker, Sunrise - to - Sunset event

“Accessibility is good for everyone because a disability can be temporary or permanent and can happen to anyone at any time. Accessibility is about keeping every user’s experience in mind.” - Wakako Takayama, Japan

“The conversation was very powerful and made me reflect on my own privilege as a person without a disability” - Event participant



12,000

people with disabilities placed in meaningful employment (2022: 13,000)



“ED&I is a journey with no final destination. Crucial parts of this journey are awareness, collaboration and commitment, allowing us to support individuals from equity-seeking communities and uplift the contributions they bring to our organizations and society. A crucial part of that work includes access to support, mentoring, sponsorship and development programs.”

- Namita Khatri, Canada





new@randstad BRG

As a recent addition to the Randstad family, I am excited to endorse the New@Randstad Business Resource Group (BRG). This initiative represents a critical juncture for both support and collaboration, uniting new members of Randstad with our more experienced colleagues. Balancing preserving our cherished traditions with embracing new ideas and approaches is essential. It ensures that while remaining grounded in the values and culture that have defined our success, we can also be adaptable, innovative and forward-thinking. This balance is crucial for fostering an environment where both seasoned employees and newcomers feel valued, heard and motivated to contribute to our collective success. Our aim with this community is to nurture the Randstad spirit, creating an atmosphere where every newcomer feels empowered and fully equipped to achieve their full potential.

Miriam van der Heijden
Chief Marketing Officer

new@randstad

purpose: strengthen & encourage an equitable and inclusive workplace for new joiners

messages from the new@randstad BRG

“When you step into a new place and there is a community to support you and be your guide, you know you are in the right place to realize your true potential. That’s why our BRG exists “- Yusuke Nishino, Japan

“Through our BRG, we want our newcomers to experience a seamless and enjoyable engagement with colleagues across the world, who want them to thrive.” - Dorota Zablocka, Randstad Enterprise

“Bringing newcomers and longer-tenured colleagues together is a great way to build the camaraderie and collaboration we want to see with this BRG.” - Waheeda Begum, Randstad Enterprise

The New@Randstad BRG was launched with the aim of promoting connections, knowledge sharing and ownership among new recruits at Randstad. The BRG will ensure our people feel welcome, comfortable and at home within Randstad, and that they know the organization and its mission, vision and strategy. The BRG will also help our people have a thorough understanding of their roles and responsibilities, so they can make a great impact.



new hires

11,575

First-ever networking event with New@Randstad



“With the start of my journey in Randstad, I am quite excited to see how I can contribute and participate in our mission to become the world's most equitable and specialized talent company. I aim to continue moving closer to this objective by using my knowledge, experience and learnings.”

- Milind Shah, Randstad Digital





generations BRG

As we welcome new generations in the workplace, I am honored to support the Generations BRG at Randstad. As a community, we want to highlight the individuality and identity of multiple generations and foster cross-company learning and inspiration. I am truly energized by the curiosity, ambition and ideas of the community and know we have great potential to leverage our collective experiences and perspectives to build and sustain the workplace of the future.

Herman Nijns
Chief Executive, Southern Europe, United Kingdom and Latin America

generations

purpose: strengthen & encourage an equitable and inclusive workplace for individuals across multiple generations

messages from the generations BRG

In the diverse chapters of our careers, the Generations Business Resource Group becomes the binding narrative, weaving experiences together to create a workplace tapestry rich in perspectives, innovation and shared success.

- Monika Gostomska, Randstad Enterprise

Randstad has the tremendous opportunity of becoming a global leader in generational inclusion, bringing equity to every stage of life. With the trend of unretirement and nearly half of the world population being under 25 years old, the workplace can leverage the timeless experiences of the older generations and embrace the innovative ideas of our youngest employees to create an environment where everybody matters. - Ana Sasmiresan, USA

Acknowledging the diverse perspectives, experiences and strengths that each generation brings to the table is essential for collaboration, understanding and creating a sense of belonging. The foundation of the Generations Business Resource Group is the belief that each generation brings unique insights and skills to the workplace. - Justyna Slawik, Poland



631,100

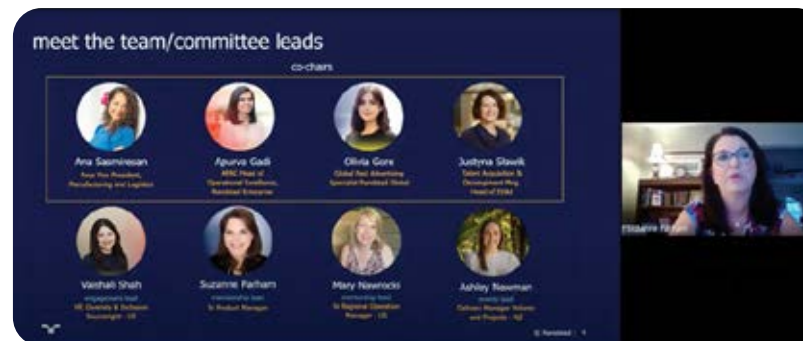
Number of talent placed < 25 years (2022: 697,600)



255,200

Number of talent placed > 50 years (2022: 269,700)

Glimpses from the Generations BRG kick-off call



“The megatrend 'Best Ager & Silver Society' describes the diverse effects of demographic change and shows great potential for a diverse world of work. At Randstad, the experienced older generation is expressly welcome and deserves the same opportunities in the labor market as everyone else.”

- Carlotta Köster-Brons, Germany



“We must challenge ageism and promote intergenerational equity and collaboration. Without all perspectives, valuing diverse generations, true inclusion cannot be achieved.”

- AnSCO Dokkum, Netherlands





multi-ethnic voices BRG

I am honored to support the Multi-Ethnic Voices Business Resource Group at Randstad. Being part of this community, which represents richly diverse cultures, heritages and histories, is truly inspiring. Our inaugural event was a celebration of various arts, languages, beliefs, and the unique power inherent in each of us that unites us in our diversity. I am enthusiastic about the future of this BRG as it continues to grow, bringing in an even wider array of representations, stories and cultural insights and further enriching our collective experience and understanding.

Venu Lambu
Chief Executive, Randstad Digital

multi-ethnic voices

purpose: strengthen & encourage an equitable and inclusive workplace for ethnically diverse workers & allies

messages from the multi-ethnic voices BRG

“I am excited to see our BRG members actively want to learn more about other cultures and experiences and build deeper connections, globally!” - Galo Estrella, USA

“Building cultural competence while recognizing diverse cultural moments and practices will not only enrich individuals but also strengthen our organization by promoting inclusivity.”

- Shelly Faruk, USA

Multi-Ethnic Voices BRG members share recipes of their favorite dishes from their culture



The purpose of the Multi-Ethnic Voices BRG is to foster a globally inclusive and equitable workplace that reflects the diverse nature of the world. The BRG aims to cultivate an environment where all employees have equal opportunities to thrive. By enabling them to contribute their unique perspectives as well as sharing and learning from one another’s experiences, we can help shape society for the better through our work. The BRG will help leverage our collective, diverse voices and unlock innovation and understanding by

harnessing the wisdom of our global community. In doing so, we will co-create clear differentiators for our clients and employees, building equity into the heart of our businesses.

“Hiring is a crucial part of an organization's inclusion agenda as it helps increase representation, economic empowerment and participation for people from marginalized groups. So as Randstad, we have that responsibility to make this real for our clients and ourselves.”

- Nick Pesch, Australia

“We want our employees to have this sense of belonging where everyone feels accepted and valued and seen as a person.”

- Kris Berckmans, Belgium

“Utilizing data and insights to measure progress on our equity, diversity and inclusion goals is fundamental. It tells us if there is real change happening, where and why this is happening which therefore allows us to understand what our next steps should be.”

- Graham Trevor, United Kingdom



our people helping us realize our mission.

Randstad's true value and mission are made possible every day by our people and the uniqueness that each of us brings to life. Through the 'people' element of our ED&I strategy, we create and inspire moments of education, reflection, motivation and celebration of our diversity. By doing this, we want to ensure that every Randstad colleague feels a sense of belonging, no matter where in the company or the world they are.

We also understand how crucial mental health and well-being are in the workplace and beyond. We create safe spaces for conversations on mental health and work-life balance so that our people feel empowered to realize their full potential, every day.

In this section, you will find many instances of local, regional and global engagements and events, made possible by the people of Randstad, that have accelerated our progress toward becoming more equitable and inclusive, for a future-ready company.

Kajetan Slonina
Chief Executive, Asia Pacific

our people at the heart of our goal of equity.

argentina

Randstad Argentina was one of the pilot markets for the Randstad In Touch Include survey. In this survey, employees were invited to voluntarily provide anonymized demographic information related to diversity. This could include aspects such as disability status, long-term health conditions, sexual orientation and caregiving status. The initiative was led by the local team and sponsored by Randstad Argentina’s CEO. About 88% of the survey respondents provided diversity-related information about themselves. This data provided valuable insights that we are now using to update our people policies and benefits to become an even more attractive workplace for diverse talent.



“It is so important to include diverse voices in decision-making processes. Unless they are part of the solution and decision, they are intangible to them.”

- Julieta Belen Ferrero, Argentina



australia

Randstad Australia has just completed its first Reconciliation Action Plan (RAP), which outlines our commitments to Indigenous Australians. We have embedded Indigenous cultural learning, developed a toolkit and

assets to mark important Indigenous events, and built important partnerships with Indigenous organizations.

In addition, Randstad Australia has forged a formal alliance with the Indigenous Defence and Infrastructure Consortium (IDIC), a group of over 100 Indigenous-owned organizations, to drive value and spending into Indigenous businesses. This helps us to address several targets simultaneously, for example in the area of skills deliverables, where we are both expanding Indigenous supply chains and boosting labor diversity at the same time. Together, we have created the Career Centre Alliance to place Indigenous talent with clients and add value to Indigenous supply chains. In 2023, Randstad Australia placed 137 Indigenous candidates into employment.



“We have been able to create an environment where bold conversations happen, and there is a safe space to share the obstacles and challenges we experience. We must understand the human side of business, and reach out with empathy and kindness in our interactions.”

- Felicity Empson, Australia



“My advice to any client would be that if you are making your first diversity hire, be transparent, honest and authentic about what you are hoping to achieve. It is about intent and authenticity.”

- Madeline Hill, Australia



japan

The National Job Center of Randstad Japan is responsible for matching job seekers with available positions. This includes the placement of temporary workers. About 60% of the talent placed are people with disabilities. The organization is unique in that all its employees work entirely from home.

Randstad Japan worked with the Dutch Embassy to organize a roundtable regarding the empowerment of women in Japan. This event connected leaders from various companies, all united in promoting gender diversity and inclusiveness in the workplace and society as a whole.



“Girls! Be ambitious! Raise your hands for opportunities and talk about your achievements. And don’t ever let anyone hold you back from having your own opinions.”

- Yuka Kitagami, Japan



“Our aim is to be the most loved talent company in Japan. To achieve this we put the success and happiness of our employees at the heart of everything we do.”

- Kunihito Hagito, Japan



belgium

Belgium hosts an annual Diversity Week. During this week, Randstad organizes several activities to raise awareness of equity, diversity and inclusion. We also hold DuoDay events for candidates with disabilities in our local offices.

ED&I efforts are strongly supported at senior management level: our head of HR is an executive sponsor of all ED&I initiatives, the CEO is a member of the local BRG, Randstad All In. Diversity and inclusion are embedded in the onboarding processes and a wide range of training sessions.

ED&I initiatives include a diversity calendar, inclusive leadership training, mandatory conscious inclusion training for all colleagues and collaborations with organizations supporting underrepresented groups.

france

Randstad’s internal sustainability think-tank in France, the Committee of Social and Environmental Innovation, created a booklet on how to be an ally for the LGBTQI+ community. Eight LGBTQI+ ambassadors were appointed to advocate and educate colleagues on the subject. Pride Month was an opportunity to remind colleagues about supporting our LGBTQI+ community, including a video explaining the meaning of the acronym LGBTQI+ and the history of this community in France and beyond.



germany

On the 1st anniversary of Germany’s Pride BRG, our ED&I lead gave a public interview. We sponsored and participated in Christopher Street Day Main-Taunus-Kreis in Eschborn near Frankfurt. We also ran the Pride Candy Bar and the Pride Crosswalk at the #EnergySummer 2023 event. The Pride BRG was also represented at ‘Sticks & Stones’, a Pride recruitment fair in Berlin and hoisted the Pride banner at Randstad Germany’s headquarters in Eschborn.

Gender equality is another focus for Randstad Germany. Our managing director is also strongly invested in boosting gender equality, having signed the Women’s Empowerment Principles developed by the United Nations).

We also focus extensively on the topic of older employees and “silver” workers. In 2023, together with the ifo Institute, we conducted a study on the potential of older employees for companies, the results of which received wide media coverage.



“The goal of gender equity is strongly supported by German market-leading companies. And in consequence, we need to commit ourselves to clear goals and actions. That’s why we signed the Women’s Empowerment Principles (WEP) by UN Women and UN Global Compact. This gives us a clear strategic direction to achieve our ambitious goals.”

- Richard Jager, Germany



“With our vision of becoming the most equitable and specialized talent company and an unconditional Partner for Talent, we also want to be a role model for diversity and inclusion. And to achieve this, we start with ourselves — each person for themselves and within their own individual framework. We want to and will utilize all opportunities to support progress and development.”

- Verena Menne, Germany



india



In 2023, as part of our commitment to gender equity, we marked important events such as World Menopause Day and launched a menopause guidebook to help support women and allies.

Randstad India also launched the Randstad For All program, welcoming the first cohort of talent from historically excluded communities in India who will go through a customized talent journey. The group included 12 newcomers from the LGBTQI+ community, people with physical disabilities and a survivor of an acid attack. The roles they were hired for include recruitment, account management, sales and corporate finance. The program was launched in June 2023 for Pride Month by Manjamma B Jogathi, an Indian theater actress, singer and dancer, and a recipient of the Padmashri award, India's fourth highest civilian award.



"In my conversations with our clients about hiring from marginalized communities, I can share our stories authentically, because we experienced first-hand the unique challenges and successes of welcoming talents from underrepresented groups. Being prepared as an organization is important, and at the same time, it is a process that keeps evolving."

- Yeshab Giri, India



"Hiring talent from marginalized communities means offering meaningful work, financial independence and growth opportunities. We did not assume what talent could or could not do and wanted them to be involved in deciding how they could realize their full potential."

- Anjali Raghuvanshi, India



italy

In 2023, Randstad Italy obtained a new certification for gender equity. PDR 125/22 demonstrates our commitment to gender equality, and also sets and monitors specific targets for improvement. A training program for caregivers (most of whom are women) was created, and we organized a live-talk event on gender role models and addressing violence against women.

Randstad Italy also focuses on Talents over 57, with the Generation Lab. This is an empowerment program to reinforce competencies with a view to older employees becoming trainers, tutors or mentors.

Randstad Italy’s ED&I council hosted a workshop in partnership with the Gender X Association, open to all employees, during which we listened to and shared the stories of speakers from Gender X and our own colleagues. Another information and training session for all branch colleagues focused on preparing us to welcome and effectively support transgender candidates and/or those undergoing gender affirmation through their professional integration. During Pride Month in June, we participated in LGBTQI+ events in several Italian cities. One of our Pride initiatives was an open contest for all Randstad employees, asking for a symbolic gesture, a contextualized photo, as a sign of personal commitment to the LGBTQI+ community.

followed. We also hosted live events for employees around the country to raise awareness of how they can contribute to an inclusive workplace. The goal of these sessions was for participants to talk from one human to another, “heart to heart”. That is why we called these live events “heart2heart sessions”. Focused on cultural differences, Randstad Netherlands also organized a live event during Ramadan and cooperated with VU Amsterdam for the research initiative ‘Meer Kleur aan de Top’ (More Colour at the Top).



“We believe that being your best self starts with being able to be yourself. Within Randstad Group Netherlands we make sure everyone feels welcome and safe. We treat everyone equally, no matter how different we are.”

- Jeroen Tiel, Netherlands



“The talent should never feel that they are representing their community and the burden of role modeling falls on them. We must first create equitable and inclusive spaces for them. And we start with equitable opportunities.”

- Esther Raaijmakers, Netherlands



the netherlands

Some of our ED&I initiatives included a Diversity Week event in October which featured a livestream talk with Randstad Global CEO, Sander van’t Noordende. Livestreams with ED&I keynote speakers



poland

In 2023, Poland made significant steps in terms of building awareness and educating employees on ED&I topics such as LGBTQI+ inclusion, disability inclusion, cultural awareness, mental health and neurodiversity awareness. These were accompanied by inclusive language training sessions, leadership workshops and recruitment programs to lay the foundations of inclusive behaviors.

Our diversity month celebrations touched on topics such as neurodiversity, bridging the generational gap, people with disabilities and gender equity. Randstad Poland also took part in the International Day Against Homophobia, Biphobia and Transphobia with its “I am against” photo campaign. This had strong support from our MD, HR Director and executive committee members.

Improving the employability of people with disabilities was another focus for us. This included an educational campaign featuring webinars around recruiting people with disabilities and consultancy for clients on this topic.. Randstad Poland started a cooperation with “Fundacja Aktywizacja” and joined Incluision, a private-public cooperation working towards better employability of people with disabilities.



“We know that belonging cultivates a sense of identity and purpose within a community. Without belonging, we cannot progress and succeed not just as a workplace but also as a community.”

- Marta Molga, Poland



“As we look back on the year 2023, we can certainly say that it was a year of taking ED&I awareness and education to the next level. We have made an additional effort to add to our existing activities to ensure that our commitment to ED&I is on a high level.”

- Monika Hryniszyn, Poland

spain

Over the last year, Randstad Spain implemented an emotional wellness program with skills coaching, psychological assistance and mindfulness sessions. The highlight for Randstad Foundation Spain in 2023 was the launch of its social innovation HUB, which is a unique physical space for collaboration.

At its heart is technology for people with disabilities to enhance their scope of work. The hub is an experiential environment to upskill people with disabilities to help provide them with greater equality of opportunities and inclusion in the world of work.

Spain also Launched the Youth Changeloger Committee and published a report on university students and employability, Why are highly qualified young Spaniards unemployed?



“More and more employees are looking for that connection in the workplace. Fostering a workplace culture that offers those connections, camaraderie and respect for each other is a crucial milestone in our equity and inclusion journey as a market.”

- Raquel Larena Jimenez, Spain





united kingdom

In 2023, Randstad UK launched cultural swap days. These allowed employees to swap a national holiday for a date of personal significance such as Eid, Diwali or a child’s graduation. The International Day of Elimination of Racism was marked with an all-staff webinar highlighting the importance of anti-racism. We also introduced mandatory training on anti-racism and a “Respect at Work” framework.

In addition to launching a monthly ED&I newsletter, Randstad UK also saw the birth of four new employee networking groups (ENGs). This takes the number of ENGs to six across the UK organization, each sponsored by a member of the leadership team and engaging 100+ UK employees. Our Embrace ENG, which focuses on diverse cultural and ethnic groups, led an all-staff webinar during Black History Month.

Randstad UK also launched two reports on the gender pay gap and the ethnicity pay gap reports, both with accompanying action plans. We also ran a “Be Counted” campaign encouraging all UK staff to voluntarily provide diversity data.



“By being actively involved in ED&I, I have learnt and unlearnt perspectives. You must have an open mind and be curious.”

- Gabriella Szabó, Hungary



“By embracing and uplifting talent in all its diversity, Randstad unlocks unparalleled value for our clients, empowers our employees and drives lasting impact. Our commitment to placing equity at the heart of our work ensures that we not only create a thriving business but also foster a more inclusive world for all the communities we engage with.”

- Josh Willacy, United Kingdom



“To ensure that we truly serve the underrepresented and that we deliver equity for our diverse communities at every opportunity, we will further develop our skills-first approach.”

- Victoria Short, United Kingdom



“For me, belonging means building a shared future and a sense of ownership in the community. It is a human need and emotion.”

- Sim Virdee, United Kingdom



united states and canada

In 2023, Randstad’s US and Canada operations saw an increase in women’s representation, with the US adding over 400 women employees to its workforce.

Randstad Canada implemented a “Women in Color” task force, gaining new instrumental insights to support our intersectionality strategies for women from minoritized groups. The task force was created to share workplace experiences and support broader organizational objectives to increase senior leadership opportunities for diverse women.

We also launched the Fair Chance BRG to empower individuals with prior convictions and support families impacted by incarceration.

Across all BRGs, we saw employee participation increase a further 5% last year. We also successfully developed campaigns to boost self-identification, encouraging employees to provide personal diversity information to ultimately foster an inclusive and secure environment. This also helped adjust our people strategies based on more comprehensive diversity data.

The Executive Diversity Council (EDC) was restructured to be more representative of our workforce, leadership and internal markets. We also updated our workgroups to better support the design and outcomes of our diversity strategies. The EDC continues to be a cornerstone in the company’s evolving EDI&A strategy and journey.

In honor of National Day for Truth and Reconciliation, Randstad Canada and the Indigenous Business Resource Group hosted an enlightening workshop on Land Acknowledgements, underlining that recognizing Indigenous lands is essential for fostering awareness, respect and reconciliation.

For more information, [check the randstad US website](#)



“As we take the time to celebrate our accomplishments, we remain mindfully aware that the achievement of equity as an experience for everyone is a journey. It requires the steadfast focus and support of leadership a level of conscious intentionality exercised by everyone within the organization to achieve a culture of equity, inclusion and belonging.”

- Floss Aggrey, USA



“I am proud of the work that we have accomplished as a team to build awareness about the challenges and barriers that underrepresented and underserved communities experience. Through our initiatives and programs, we look forward to removing these hindrances, so that more untapped talent communities can access employment and growth opportunities.”

- Patrick Poulin, Canada



our clients and talent.



being a trusted talent partner for our clients.

Randstad is a trusted strategic talent partner for global and local clients. We understand our role in helping clients find the right talent that will help them realize their full potential.

In many instances, we collaborate with clients to progress equity and diversity goals, ensuring that we are addressing barriers and challenges to true inclusion in the client’s workforce. We want to confront unconscious bias in the hiring and development process, remove roadblocks to providing equitable access to opportunities, and promote visible representation of untapped talent communities, aligned with the client’s ED&I strategies.

As a company aiming to be the world’s most equitable and specialized talent company and as thought leaders and influencers for progress and inclusion, we understand our responsibility towards our clients and talent.,

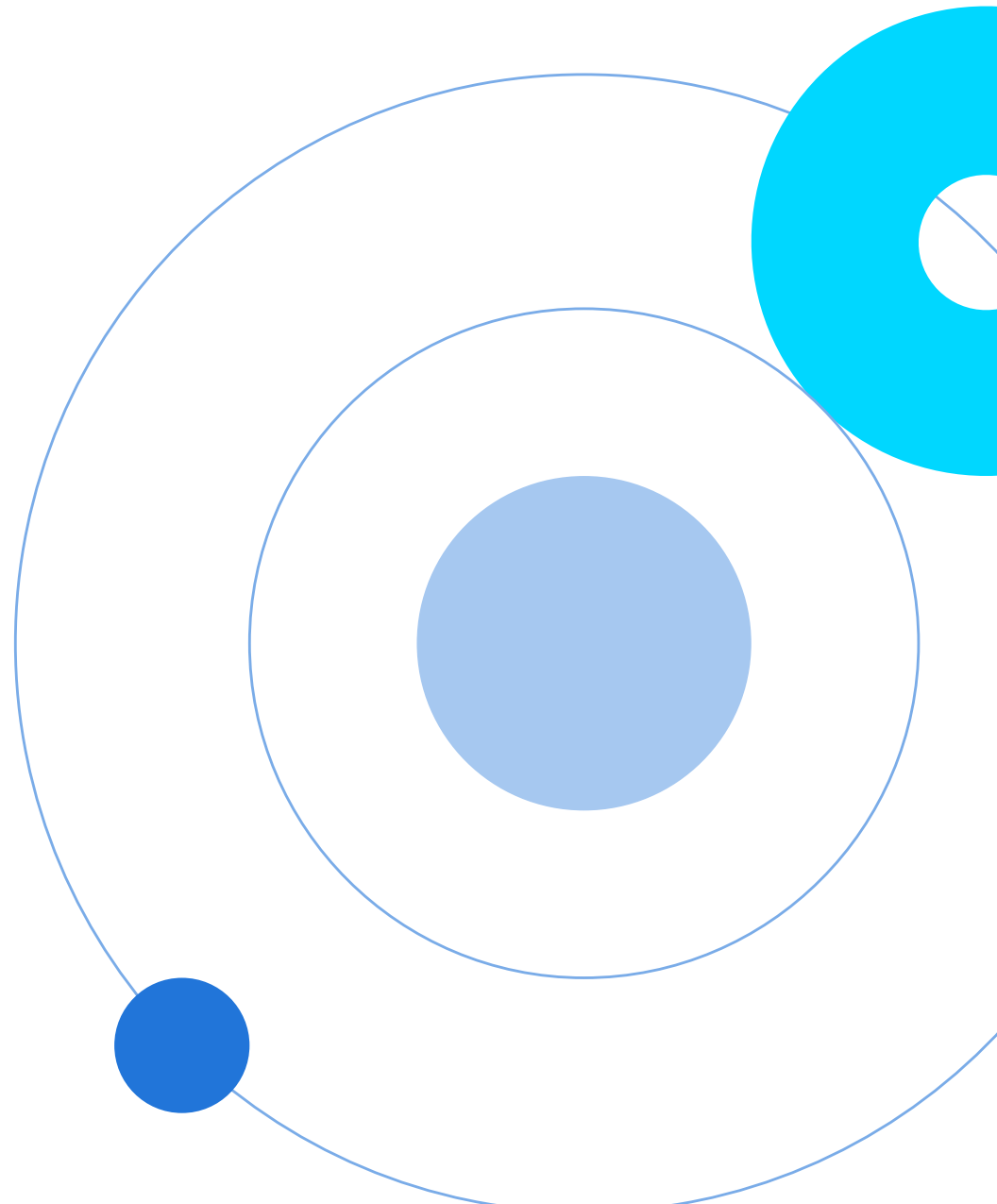
Dominique Hermans
 Chief Executive, Randstad Northern
 Europe and Chief Strategy Officer

helping our clients succeed

In Randstad NAM (US and Canada), through the Hire Hope and Transcend programs, we were able to directly place many people from underrepresented communities with our clients. Throughout the year, there were over 200 client touchpoints through client engagements including information sessions, training, hiring support, supplier diversity programs, strategy workshops and support for business reviews. In response to client demand, we added more client-specific EDI&A support resources by introducing dedicated subject matter experts on diversity to help our client organizations execute successfully on their EDI&A strategies.

In EMEA, the Randstad Academy For Talent (RAFT) sources candidates through a host of charities and organizations to identify people who offer experience, professionalism, the drive to learn and the ability to overcome challenges to perform at their best. Together with RAFT, we are now developing neurodiversity management training for clients. This will begin with a neurodiversity-confident launch event to engage clients and allow key decision-makers to gain insight into how to roll out impactful neurodiversity training.

Randstad Australia has partnered with Get Skilled Access, a specialist disability training and consulting company, to develop the 'Recruitable' program. With funding from the Australian Government, Recruitable aims to remove the barriers within mainstream recruitment to make it easier to employ people with a disability. In 2023, through the Recruitable pilot project, Randstad placed people with disabilities ranging from high-level professionals to more junior staff within partnering organizations. Throughout 2023, we placed 221 candidates with disabilities across the Australian business, up from 211 the year before.



Randstad Enterprise (APAC) was invited to support a medical devices company in realizing its ambitious gender diversity goals for its Japanese operation. The company wanted to attract women candidates to open positions in Japan, particularly to sales roles. Randstad's provided a comprehensive suite of services including diversity, equity and inclusion strategy, employer branding, talent marketing and people analytics to achieve this goal. By the first six months of the program, 51% of new hires were women, and the company is well on its way to meet and exceed its diversity goals. Randstad Enterprise (APAC) also supported a global tech company by developing the R.I.S.E (Redefining Inclusion for Sourcing Effectiveness) Framework to train recruiters in gender-diverse hiring. We received highly positive feedback in the assessment survey, and the framework has been benchmarked for ED&I training and sensitization for other clients.

In September 2023, Randstad India hosted the first ever local equity@work webinar aimed at initiating discussions with clients, industry thought leaders and influencers in ED&I on how we can jointly shape a more equitable world of work. This means creating an environment of belonging, safety and confidence where everyone is free to be their authentic self and can reach their true potential. The event led to greater discussion and engagement on crucial topics such as socioeconomic status as a barrier, representation in typically men-dominated industries, and LGBTQI+ inclusion in the workplace for companies operating in India.



“As a partner for talent, we have opportunities to bring new insights, concepts and progressive solutions to enable equitable hiring for our clients. By taking conscious steps to promote inclusion, we can make a meaningful and lasting impact on our employees and communities alike.”

- Anthea Collier, Randstad Enterprise



“At Randstad Enterprise (APAC), we are committed to ensuring that we are intentional about ED&I in everything we do. Embracing equity is vital to our purpose of delivering enhanced value to our clients, employees and candidates.”

- Amith Prakash, Randstad Enterprise

a trusted partner for our talent

In Randstad Belgium, support for vulnerable job seekers is provided by the Randstad Risesmart Employability Welfare2Work Program. Included in this scheme are people with disabilities, the “silver generation”, those with a migration background, refugees and asylum seekers as well as long-term unemployed, low skilled job seekers. The program gives them access to both group and individual sessions, intensive job hunting, job matching and job crafting. Once they start paid work or an internship, RiseSmart Employability provides specialized on-the-job coaching on-site — if needed with language support — both for the new employee and their work environment.

Randstad Germany is the only talent company in Germany with a nationwide representative body for severely disabled employees. The goal is to have people with disabilities represent 5% of the workforce by 2025. As part of this effort, the branches are encouraged to recruit applicants with disabilities, and our sales department also encourages customer companies to employ people with disabilities.

In France, Institut Randstad ran a scheme entitled “Estime de soi, la clé de la réussite” (“Self-esteem, the key to success”) led by the municipality of Châtillon (Paris Region). The initiative was designed to support women in difficulty and far from employment. An innovative 10-day support scheme helped them develop their employability and promoted rapid access to employment. The program mainly aimed to restore candidates' confidence through group workshops, highlighting their expertise and cross-disciplinary skills, and identifying the obstacles they faced. The scheme also helped them explore a range of professional possibilities, thanks to contributions from Randstad experts. 2023 also saw Randstad France Group become part of the Tent Consortium in France for refugee employment. We employed 22,691 migrants and 826 refugees last year and produced a guide to facilitate the recruitment of refugees.



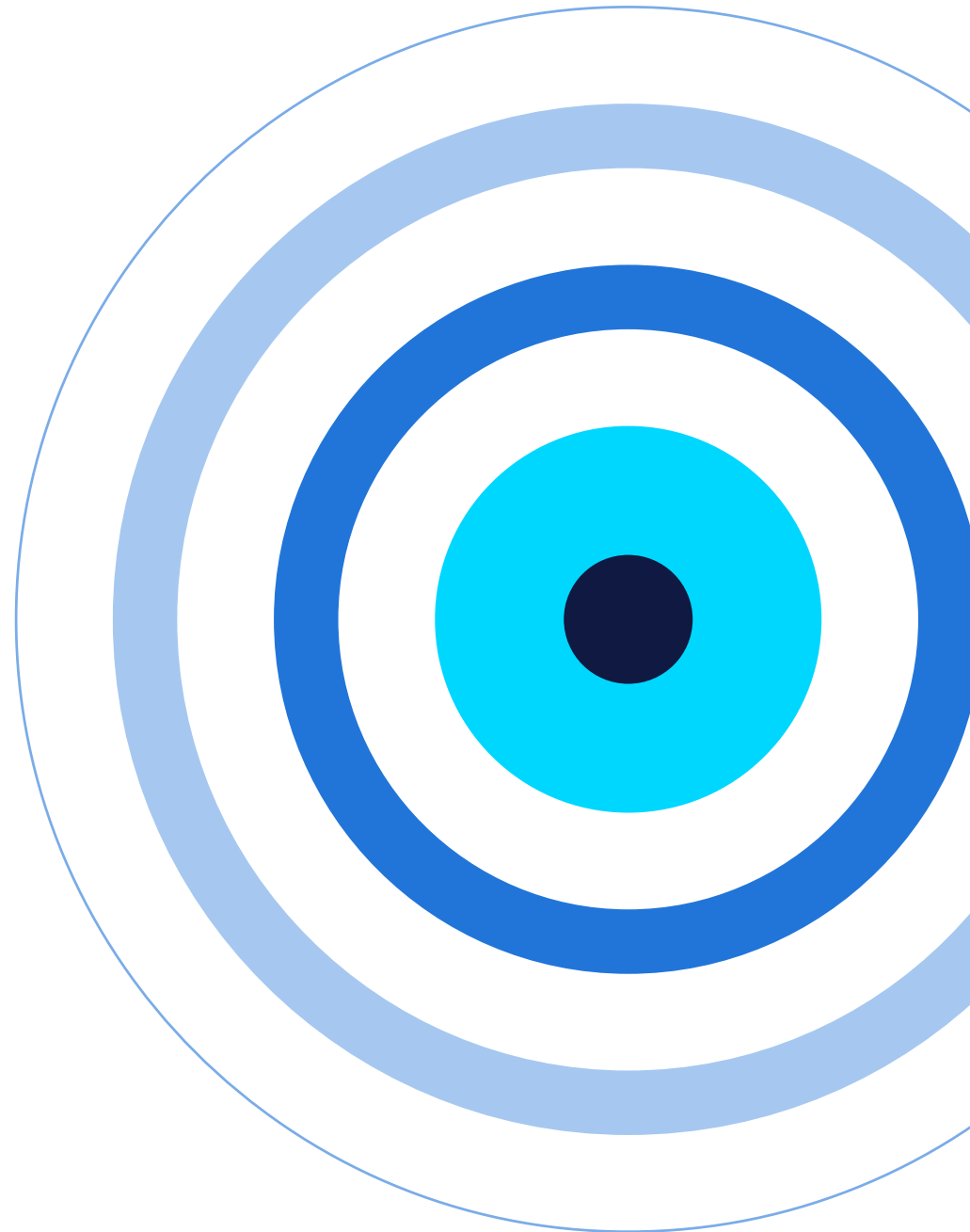
“As human rights, public goods and public responsibility, education and access to knowledge are destined to become levers for inclusion, helping to achieve all the sustainable development goals.”

- Ana De Boa Esperanca, France

Throughout 2023, Randstad Canada continued to provide talent with opportunities to grow their skills and expand their interests through an external learning platform. It provides free access to a library of more than 6,000 online courses so they can develop the knowledge and abilities needed to advance in their current positions.

Randstad Canada also secured a corporate partnership with Odewin, an Indigenous-led not-for-profit organization, to gain access to consultation and guidance from Indigenous community members. In this way, Randstad aims to ensure that current and future initiatives are moving forward in a manner that respectfully drives awareness of and honors Indigenous culture.

Randstad US engaged with Gallaudet University to further learn about and explore pathways for greater inclusion of deaf and hard-of-hearing communities. The US organization also launched a partnership with Studio 2045 to inspire and propel greater levels of equity and diverse demographic representation in leadership positions. Studio 2045 is a curated learning and development initiative for high-achieving individuals from marginalized backgrounds that aims to put them on the path to executive-level success.





our communities.



sustainability and inclusion combine to build a future-ready randstad.

With our mission to become the world’s most equitable and specialized talent company, we recognize how our sustainability and inclusion goals intersect with our strategic imperatives. We must view organizations as a whole, not just the financial bottom line but the real impact that we create in the world and society. We will continue to focus on supporting local and global initiatives and underserved communities. We will move the needle to progress toward our net-zero goals. And we will continue to make the world of work more equitable and accessible so that more and more talented people can find work and career opportunities with us. True sustainable companies are those who continuously earn the right to exist.

Jorge Vazquez
Chief Financial Officer

serving our local communities for an equitable tomorrow



japan

Randstad Japan has carried out various career training programs for young people, including a session for grade 5 students at the Shiogama Municipal Tsukimigaoka Primary School, an event led by the Sendai Branch team. Another highlight was the first-ever work experience program in

partnership with Yokohama F Marinos, a national league soccer team Randstad sponsors. We invited primary school students to join Yokohama F Marinos for a day during their summer break to learn about the many types of jobs that support a soccer team.



new zealand

Randstad New Zealand partners with local industry experts to promote equal opportunities in the labor market, including 3 Bags Full (3BF). Randstad and 3BF collaborate to increase Māori and Pasifika representation in the digital and tech sectors, based on a shared kaupapa and

understanding. Randstad also partners with Evaro, a disability organization, to improve employment success for candidates with disabilities.



singapore

Randstad Singapore started a partnership with YMCA Singapore in 2022 to support young people aged between 15 and 21 years old in the Project Bridge Vocational and Soft Skills Programme. This program supports about 20 at-risk and underprivileged young people every quarter with the

mission to educate and integrate them back into society through meaningful programs and training activities. Since the start of the partnership, over 20 volunteers have conducted training sessions for 90 young people and contributed 318 hours to upskilling and preparing at-risk youngsters, so they can contribute to the workforce, find independence and create stability for themselves.



china

Randstad China is an honorary partner of the Shanghai Jing'an Human Resources and Social Security Bureau. In partnership with the Bureau, Randstad China has initiated a range of youth career counseling and mentoring initiatives to help people find the right jobs, including skills assessment, career development and individual coaching.

In 2023, 31 experts helped 40 people identify their current skills and define a pathway to find work, including fresh graduates and other unemployed youth groups. After the program, 50% of participants obtained permanent or temporary jobs within the 3 months that followed.



france

During Global Entrepreneur Week, Randstad France partnered with the My Créo Academy, where young people from working-class neighborhoods gain learning to set up and develop their own businesses. Randstad employees were able to put their skills to good use helping these young entrepreneurs. For the end-of-year festivities, on December 12th, the Randstad Institute organized the 3rd edition of its 'Marché de Noël Solidaire' (Solidarity Christmas Market) jointly with the My Créo Academy. It was held at Randstad's headquarters in Saint-Denis, Paris. This was an opportunity to reaffirm our commitment and support to the My Créo Academy, which we have worked with since 2012.

Randstad France was the first industry player to respond to the governmental guideline to employ talent with disabilities by launching the "Kliff by Randstad" brand and opening three branches. Since 2020, Kliff has met and accompanied almost 1,300 people. More than 400 of them have been placed in jobs with over 100 of our customers. In doing so, we achieved a rate of integration into sustainable employment (long-term CDD - fixed term contract or CDI - open-ended contract) of almost 30%.



netherlands

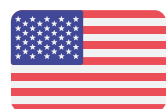
Randstad Group Netherlands is one of the proud partners of Diversity Day, a national initiative of SER diversiteit in bedrijf (Dutch social-economic council). Through this, companies are supported in promoting a diverse workforce and an inclusive business climate. Together with a local bank,

Randstad Netherlands has developed a 'declaration of prospects. This declaration, a groundbreaking innovation in the Netherlands, can be issued by Randstad to make it easier for employees or temporary workers with good career prospects to obtain a mortgage.



hungary

In 2023, Randstad Hungary continued cooperation with Hungarian top universities to promote youth employment. Through a collaboration with 11 universities, Randstad Hungary has held lectures for students, participated in job fairs, promoted open positions through university newsletters, and also encouraged students to apply for internships with Randstad Hungary. We also have a trainee program, which saw six trainees from a cohort of 67 join Randstad Hungary as Junior Consultants over the past year.



us

In Randstad US, we expanded our equity, diversity, inclusion and accessibility strategy to align with time and necessary adjustments in the new regulatory landscape of EDI&A.



argentina

Randstad Argentina is hosting projects for workers 45 and older to help them find their way in the labor market. In 2023, we continued working with our partner SilverTech (Diagonal) to collaborate in its schemes for increasing employability within this age group. We implemented four employability workshops for more than 80 people.



sweden

Randstad Sweden is a co-founder of Universal Design in the Workplace (UUA) and is represented on the board. The aim for UUA is to create flexible organizations as well as societies where everyone's right to be included is respected. Through UUA, we participate in seminars and training, striving to influence politics, business life and society to move towards a more inclusive world.



brazil

To support the employability of young talent, Randstad Brazil has an internship program that offers a best-in-class career development experience with a dedicated training path, management and HR follow-up. In 2023, we launched a Trainee Program for our business areas. We also support clients with trainee and apprenticeship programs, hiring students aged 16 to 22.



inclusion: our ambition for social impact.

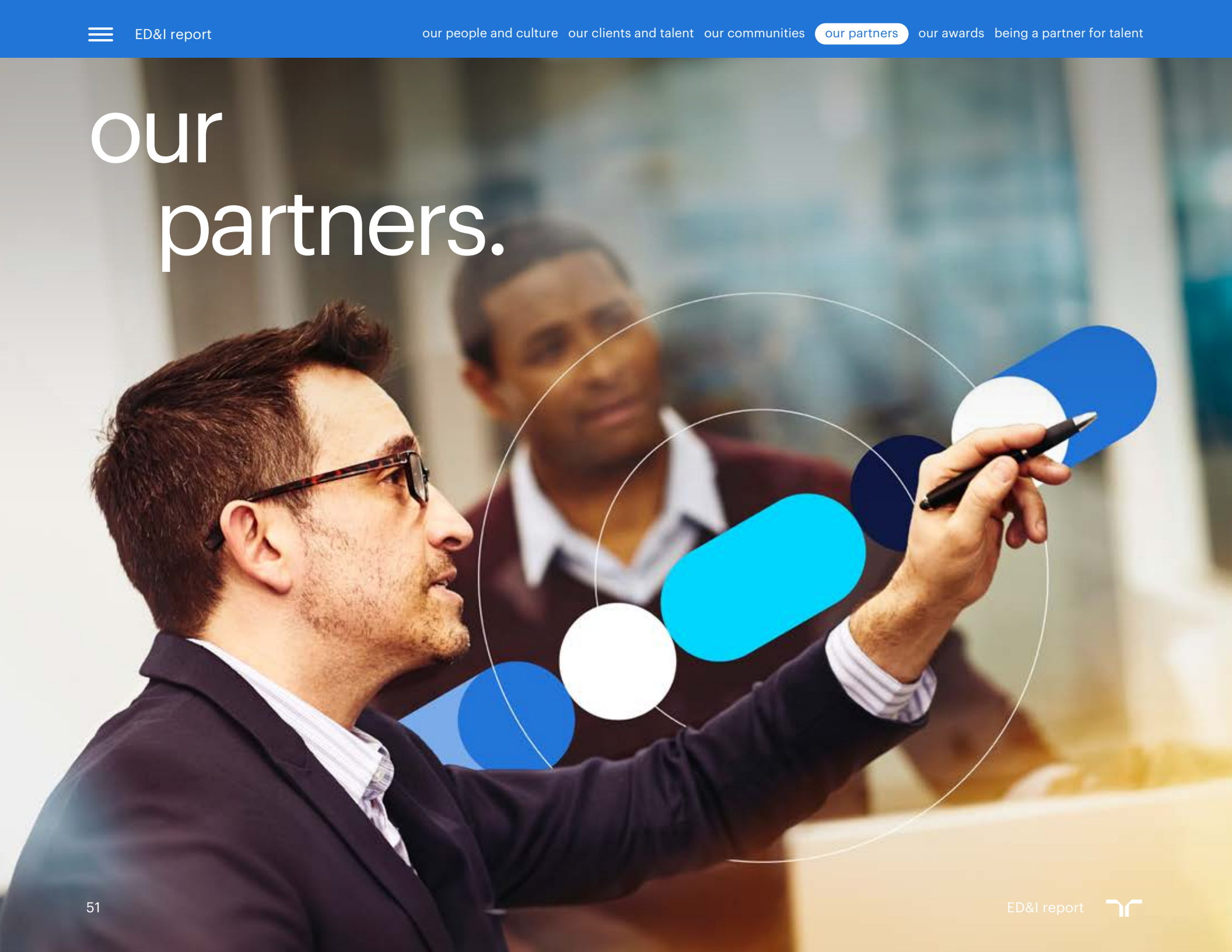
We understand how equity, diversity and inclusion intersect with our purpose as a company. We have a direct impact on the communities we serve through socio-economic, cultural and environmental aspects.

Aligned with specific United Nations Sustainable Development Goals (SDGs), we support local initiatives and programs in our markets across the world. These initiatives are related to promoting a fair labor market, fostering equity at work and supporting the green transition through our business.

Our journey of equity, diversity and inclusion closely aligns with our sustainability goals and ambition for true social impact. [Learn more about our local initiatives here](#)

Jelle Miedema
Company Secretary

our partners.





advancing our commitment to a diverse supply chain and digital accessibility.

Randstad has a significant responsibility towards promoting equity and diversity in the relationships and engagements we have with our partners and suppliers. We know that a diverse supply chain reflects our commitment to creating a more inclusive workforce and society. Through our supplier diversity programs, we encourage minorities, women and businesses owned by people with disabilities to do business with us.

Our commitment also extends to our engagements with local non-profit organizations in reaching out to untapped talent and communities through programs that have a real impact on the ground.

We continue to ensure compliance with our values and expectations in terms of equity, diversity and inclusion in our vendor and supplier relationships.

As the chief information officer of Randstad, I am also strongly invested in our goal to drive digital accessibility. This means ensuring that we build and maintain a digital environment for our company, talent and clients where everyone can engage, contribute and benefit, fostering a truly inclusive and equitable digital space for all.

Martin de Weerd
Chief Information Officer

powering our supplier diversity through active partnerships

speaking at WEConnect

Randstad is committed to promoting diversity among its suppliers globally. The WEConnect program aims to achieve this by collaborating with diverse suppliers to foster innovation, economic growth and equity within the economy. As a member of WeConnect International, Randstad gains access to exclusive benefits aimed at supporting women-owned businesses worldwide. These benefits include matchmaking opportunities, networking events, access to a global network of women-owned businesses and inspiring speakers.

At WeConnect's Annual Europe conference, Audra Jenkins, Randstad's Global Chief Equity Officer had the opportunity to share the stage with one of Randstad's top-tier suppliers, Sushumna Roy Jalajam, President at Softpath System LLC. The event provided insights into Randstad's core values that support growth and continuous success, while Sushumna Roy shared a glimpse into Softpath and Randstad's journey and successful partnership, which has been recognized by some of the largest diverse organizations within the WEConnect community.



“At Randstad, I have the great honor in mentoring and networking diverse businesses globally, providing best-in-class tools to innovate and enhance their niche services in today's competitive world. I believe a company's supply base strength and success come from its passion for core values and a commitment to building an equality supplier advocacy program, which supports socioeconomic growth and strengthens the company's culture and brand.”

- Nino Campos, USA

new MSDUK partnership

Recognizing the importance of supplier diversity, the engagement advocates for partnering with diverse suppliers as a means to drive innovation, stimulate economic growth, and promote a more equitable economy. As a member of the Minority Supplier Development UK (MSDUK), Randstad gains access to a range of exclusive benefits aimed at fostering supplier diversity.

These benefits include:

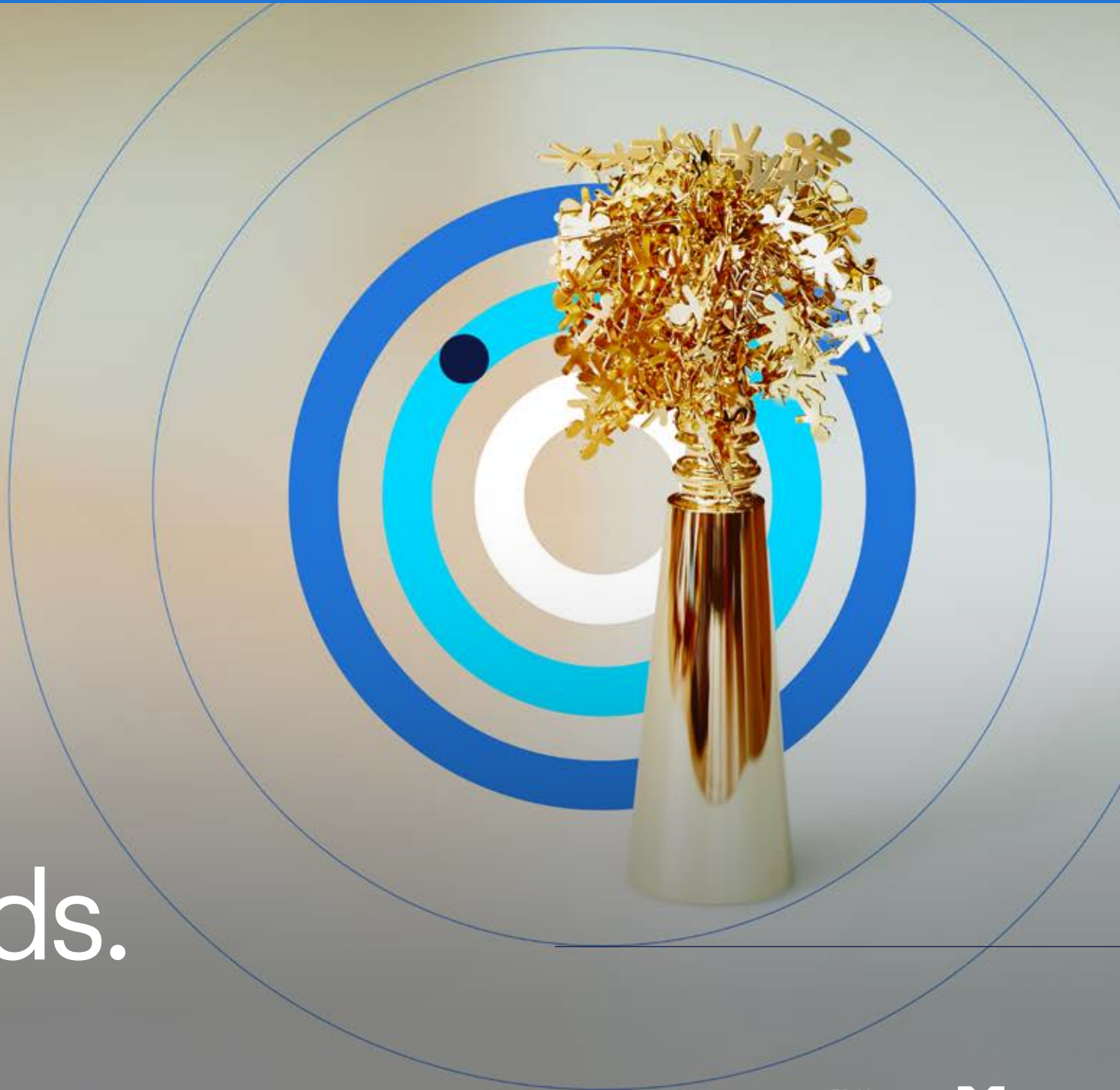
- Access to a database of 1000s of certified Minority Business Enterprise (MBEs)
- Supplier networking and referral services
- Opportunities to attend events and workshops
- Dedicated support from a personalized relationship manager

As members, we receive additional privileges such as leadership opportunities within MSDUK, including serving on the Board of Directors, leading industry working groups, sponsoring signature events and delivering keynote speeches at events.



DREAM program in north america

Randstad's Global Supplier Diversity has developed the DREAM program, a mentorship initiative aimed at building a positive relationship between established suppliers and small minority and women-owned businesses, as well as businesses owned by veterans, individuals with disabilities, members of the LGBTQI+ community and other diverse groups. The program provides guidance, resources and support to empower these businesses to succeed. The DREAM program also offers an enhanced mentorship service called Networking the DREAM+, which assists certified diverse businesses with external networking through regional and national diversity events. The ultimate goal is to support the growth of all certified diverse businesses outside of Randstad.



our awards.

randstad N.V

- Six executives were included in the SIA 'Global Power 150 — Women in Staffing' list.



australia

- Family Friendly Workplace Certification 2024/2025 (Founding Partner).
- Australian HR Awards Finalist — 2023 Excellence Award for Best Workplace Diversity & Inclusion Program (RSR - Randstad program).
- SEEK 2023 Award finalist for Best Equity, Diversity & Inclusion recruitment campaign (RSR - Randstad program).
- APSCo 2023 Award finalist for best Equity, Diversity & Inclusion (disability recruitment) initiative (RSR - Randstad program).
- RCSA 2023 Award finalist for best ED&I recruitment campaign (RSR - Randstad program).



“In my industry, in the last 10 to 12 years, there has been a culture shift. When I first began my career, mental health used to be something that everyone would shy away from. But when I now look at Australia, more clients, talent and colleagues are willing to talk about mental health. That’s the first step of the journey.”

- Jon Alonzo, Australia



“In Australia, there is a Peer Support Network of specially trained mental-health firstaiders. These are staff across the business that can be the first point of contact and can connect people to the right resources for help. We also have an external employee assistance program partner for more comprehensive support.”

- Cherelle Taylor, Australia



canada

- Randstad Canada received parity certification from Women in Governance in 2023.
 - Randstad Canada's General Counsel and EVP, Public Affairs, was recognized by WXN (Women's Executive Network) as one of Canada's 100 Most Powerful Women in 2023.
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germany

- FKİ Women's Career Index recognizes Randstad Germany as a women-friendly company.
- Randstad is listed in the genderdax which is a gender and diversity network for companies in Germany
- Randstad Germany is one of the first companies to receive an award from the MTK Diversity Initiative, that works against discrimination such as anti-queer, sexism or racism in the Main-Taunus district.



“Diversity is deeply anchored in our DNA and this is not only reflected in our employees from 162 nations but also in our actions and practices.”

- Nadine Zetsche, Germany

greece

- CHRO (Kiki Avgoustatou) was recognized in the HR Powerlist 2023 (Boussias and HR Professional).
- MD (Leigh Ostergard) was included in the Most Powerful Women in Business for 2023 by Fortune Magazine.



india



- Randstad India was rated among India’s 50 best workplaces for Women by the Great Place to Work® Institute in 2023 for the second year in a row.
- Randstad India was rated among India’s best companies for Women by the Economic Times (a national news and media organization) for the second year in a row.
- Randstad India is recognized as a Silver Employer for LGBTQI+ inclusion in 2023, moving up from the Bronze category for the last two years, in the IWEI 2023 survey (India Workplace Equality Index). This is a one-of-a-kind study conducted by Pride Circle (India), the Keshav Suri Foundation (India), and Stonewall UK.
- Randstad Global Capability Centre was recognized among India’s best workplaces for women in 2023 by the Great Place to Work® Institute India.



“When I look at the future of work, it is about embracing equity in all forms. Working on equity, diversity and inclusion is not only a good thing to do, it is also the right thing to do.”

- Harish Pillai, Randstad Enterprise

japan



- Randstad Japan was awarded the highest level of Gold in the PRIDE Index 2023 for the third year in a row as a company that is inclusive of LGBTQI+ people. This is an evaluation index for initiatives for LGBTQI+ and other sexual minorities in the workplace developed by the non-profit organization "Work with Pride" in Japan.
- Randstad Japan has been awarded the highest rating of “Best Workplace” in the D&I Awards 2023 for the second time in a row. This award is awarded by the company Job Rainbow based on the evaluation of the company's initiatives across five dimensions including gender, LGBTQI+, disability, multiculturalism and childcare/caregiving, using a broad scale covering a total of 100 items.



united states

- Randstad US was named in the DiversityInc Top 50 companies for diversity and inclusion, ranked at #19 and with 6 specialty awards including Top Companies for Black Executives, Top Companies for Talent Acquisition for Women of Color and Top Companies for Veterans
- Randstad US is named as 2023 Top Scoring Employer for the Disability Equality Index (DEI).
- Randstad US is listed by Forbes in America’s Best Employers for Diversity 2023.
- Randstad US received the 2023 Equality 100 award from the Human Rights Campaign Corporate Equality Index.
- Randstad US is recognized in 2023 as a Military Friendly® Bronze Employer, Military Friendly Company, Military Friendly Brand and for the Military Friendly Supplier Diversity Program
- Randstad US was awarded and recognized as a 2023 Leading Disability Employer by the National Organization on Disability (NOD).
- Randstad US is recognized by Brandon Hall across categories like - Best Advance in Diversity Recruiting Strategy, Best Advance in Leadership Development for Women, and Best Advance in Leading Diversity, Equity, and Inclusion Initiatives
- Randstad US received the 2023 Greater Women’s Business Council’s LACE Corporation of the Year and Buyer of the Year awards.



“If you want to maintain diversity and inclusion at all organizational levels, it is critical to ensure that your required employee development and advancement programs are fair, unbiased, meet your overall ED&I goals and are accessible to all employees.”

- Abree Ramirez, USA





being a partner for talent.

becoming a partner for talent starts with appreciating the uniqueness of each talent.

One of our 5 strategic pillars is talent & equity. It's at the heart of everything we do. Each individual brings more to Randstad than just their professional background. Each talent is unique in their ideals and experiences, their passions and preferences, in the way they live, work, love and celebrate. And we need everybody on board.

Our goal is to empower every individual to embrace their true selves and reach their full potential. And we will help them find work that feels good. We know from our Work monitor research that talent is reimagining ambition and expecting flexibility, equity and upskilling. It is clear that diversity, equity and inclusion align with the aspirations and uniqueness of the talent of today and tomorrow.

We are developing our business models and systems with equitable talent principles to ensure equity is embedded in our ways of working. The most ethical and transparent processes are in place across the full journey of our talent and guarantee access to the best opportunities for them. Business principles, training programs, robust processes — this is why we call this equity by design.



watch our talent testimonies 2023 [video here](#)



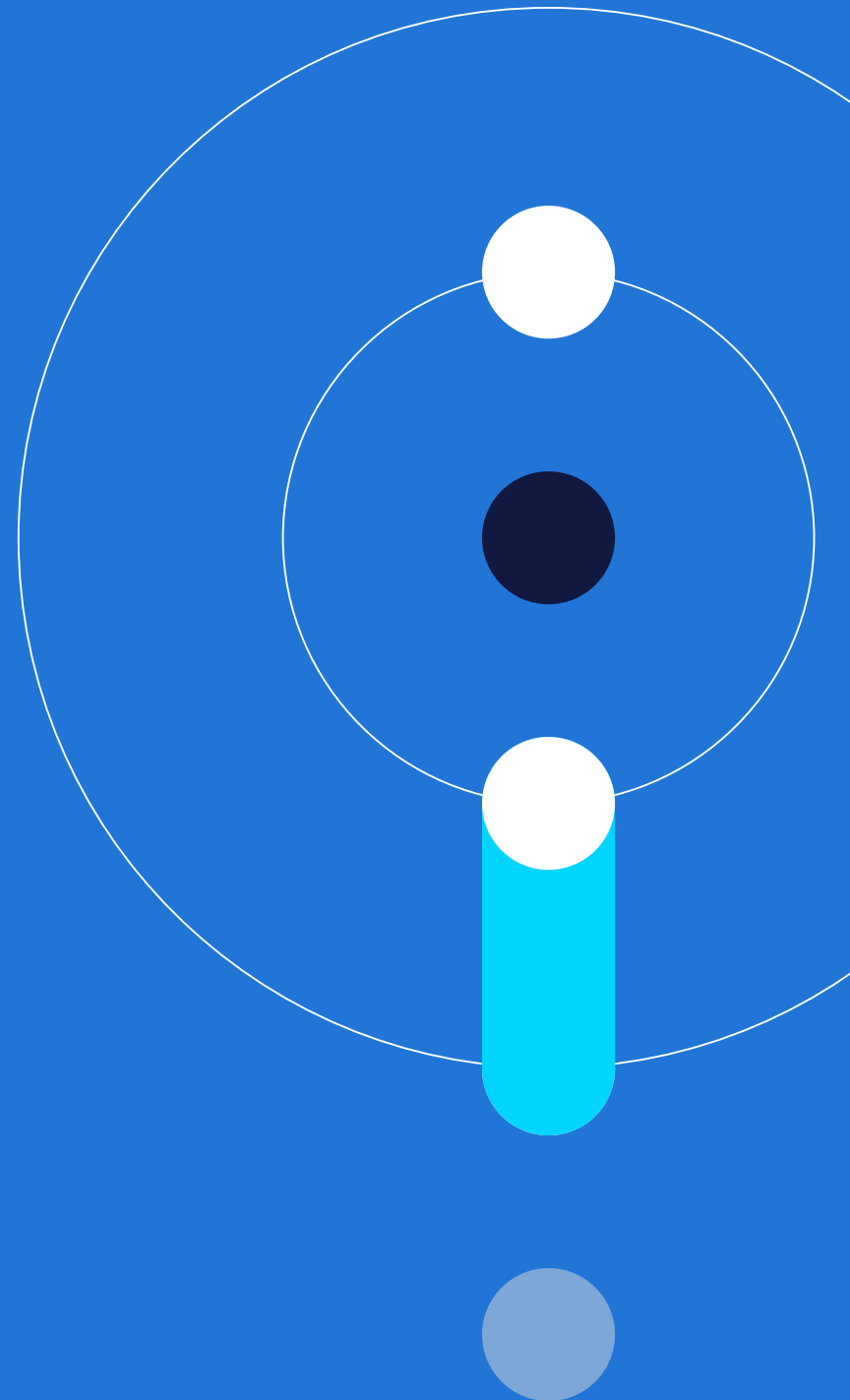
In 2023, in our 39 markets, we helped about 2 million people find a job and advised over 200,000 clients on their talent needs.

Jesus Echevarria
Chief Client and Delivery Officer

conclusion.

In 2023, we focused on setting the global foundation for our equity, diversity and inclusion journey. It became embedded in our culture and ambitions as a company. With the efforts of our ED&I council, global equity team, ED&I practitioners and abundant support and motivation from our leaders and colleagues, we have been able to make meaningful progress towards our equity goals. In 2024, we will continue to highlight gender equity and developing women leaders across our organization. We will also double down on our work towards building awareness and education on our goals relating to LGBTQI+, under-represented communities and disability inclusion.

This is also a moment for us to center on the intersectionality of identities and give more voice to our colleagues across the world to share their stories and experiences. We are committed to being at the forefront of the ED&I movement and are proud of our progress so far. We know there is more to achieve, and we are motivated to do even better as we progress.



partner
for talent.

