



working to foster a more

equitable and  
sustainable world.



# table of contents

leading with equity	3
CEO's commitments	4
introducing floss aggrey, CDIO	6
journey at a glance	7
strategy overview	8
workplace strategies	9
RISE spotlight	10
REDI ambassador spotlight	20
marketplace strategies	21
better for tommorow taskforce	25
business strategies	26
transcend story spotlight	27
hire hope	28
holding ourselves accountable	35
looking ahead	37





## Leading with equity

At Randstad, the focus on equity, diversity, inclusion and accessibility (EDI&A) is evident. Leaders are launching new initiatives and programs within their departments to further these goals. Programs include inclusive leadership training, establishing social justice commitments, and Business Resource Groups (BRG) with frameworks designed to help all individuals reach their personal and professional goals. Celebrating diversity is at the heart of how we connect and work with clients and each other, and Randstad is leading the way.

The year 2022 has been pivotal, with leaders more determined to focus on EDI&A. For us as an organization, these initiatives have emphasized our shared experiences and encouraged courageous conversations. It is significant to see Randstad's global leaders prioritize equity, diversity and inclusion as key components to the company's success and ability to compete in the marketplace effectively.

Randstad's EDI&A programs inspire internal teams and clients to continue striving to increase diversity within the ever-expanding virtual walls of the organization, while also creating an environment that retains the best employees. We set internal goals and metrics to track progress and ensure we consistently challenge ourselves and hold each other accountable. However, while the data is important, the impact on the lives of those we serve is even more crucial. One of the key pillars of Randstad's successful business strategy includes fostering an inclusive culture in which everyone understands the essential role they play in the organization's success. At Randstad, we know that by taking bold action, we have the power to make powerful and lasting change.

Throughout this report you will see firsthand examples of how we bring EDI&A to life in the world in which we work.



## our CEO's commitment powering change

If organizations want to create more equitable workplaces, it is imperative they acknowledge their power and responsibility to make a difference. At Randstad, I'm proud we are doing just that. Through flexible training, supporting development and mentoring initiatives, and minimizing hiring bias through technology, we are impacting the everyday work experiences of our talented employees. It is encouraging to see how building a greater sense of trust also builds a deeper state of equity.

Randstad is driven by data to ensure all employees have equitable experiences. By measuring key equity, diversity, inclusion (EDI) indicators and shaping our policies accordingly, we have taken great strides in this arena. Using data to attract and hire the right talent has been critical to helping us navigate the talent scarcity challenge and foster a broader level of awareness within our leadership ranks. It also helps to inform our corporate-wide mentorship programs, like the initiative other leaders and I helped to develop to assist women across the company share knowledge and support their career development.

It is imperative we continue these efforts year-round to be truly impactful and drive the strategic direction of our company. Affording equal benefits and protection to all workers should be a given, not a goal. A diverse workforce at every level will only accelerate growth, brand recognition and profitability locally and globally.

### rebecca henderson

CEO  
global businesses  
executive board member

## our CEO's commitment powering change

At Randstad, we take pride in our Human Forward promise. We strive to create opportunities for all people to work and provide equal opportunities for advancement. We seek to educate and train our stakeholders on conscious inclusion and make diversity and inclusion practices the bedrock of our business. We do this not only because it's good for business but because it is the right thing to do.

In 2022, Randstad appointed the first Global Chief Equity Officer, Audra Jenkins, and Global Chief Human Resources Officer, Myriam Beatove Morale, to further our commitment to foster belonging throughout our worldwide business entities and deliver the best for our talent and clients. We also selected a new Chief Diversity and Inclusion Officer, Floss Aggrey, to drive change and develop workforces where differences are understood, valued, and celebrated. The establishment of the Global Diversity Council this year is another example of our action-based approach dedicated to consciously including diverse representation at all levels of the company.

Randstad's continued success relies on the power of every person connecting to their role, the company, and each other. Leading with empathy, listening more than we talk, and striving to see situations from another perspective are encouraged here. One of the outcomes of this approach includes the strengthening of a sourcing and skilling partnership with the OneTen initiative, a coalition of companies working to improve hiring, retention, upskilling, and advancement of Black and African American talent without 4-year degrees. We continuously look for ways to reaffirm our commitment to harnessing the power of diverse thoughts, experiences, and backgrounds.

A critical distinction that has become a benchmark of our EDI efforts is the difference between equality, equity, and justice. Equality is based on the assumption that everyone benefits from the same support. Equity is when each person receives the support they need. Justice is when everyone is successful without help because the causes of inequity are addressed and systemic barriers are removed. We will continue to strive towards justice and remain comfortable with being uncomfortable, as that is how we grow.

Organizationally, Randstad leaders have used these definitions when implementing business decisions to improve our equity, diversity and inclusion efforts significantly. They are integral in each of our core business brands to create a workplace where everyone can authentically belong. Joining the Second Chance Business Coalition to hire and provide career advancement opportunities for people with criminal records is an example of our resolve to actively support a diverse workforce. In addition, the two newly-added Business Resource Groups will further amplify the voices of the underrepresented.

We lead with a human touch to hire, advance, and retain the best people within our organization. Our commitment to EDI&A is evident in how we support, engage and celebrate all of the diversity throughout Randstad, making every person feel welcome and heard.

### karen fichuk

CEO  
randstad north america  
executive board member





## our CDIO — floss aggrey

Randstad is a company where everyone belongs. It is a place where equity, diversity, inclusion and accessibility are championed. Through supportive programs and broadened recruitment, we seek to ensure inclusiveness in jobs of all levels. It is an honor to be the executive responsible for championing, leading and developing core EDI&A programs in North America.

As a company, we have established practical internal systems, programs, and processes to advance Randstad's EDI&A goals as well as those of its global clients. We are leading with a servant's heart, practicing empathy and choosing to welcome all.

We have found a true sense of belonging that can bond people from every background and create a strong, nimble internal culture. This versatility and cohesion help to make our businesses grow and thrive in everything from innovation to corporate responsibility to dividends and profitability.

I am proud to be a key partner in the programs Randstad has created to reach underserved communities. Our Hire Hope program provides career readiness training and job placement services to underserved and at-risk women, including survivors of homelessness, exploitation, and trafficking. The social justice initiative, the Transcend program, provides reskilling and placement for diverse and untapped communities. We actively seek out meaningful opportunities for employees to share their voices, identities, and experiences and dialogue with each other. The empathetic approach we have cultivated helps to create an environment of alignment and trust and enables us to meet and exceed the goal of ensuring a diverse, inclusive, and equitable workforce.

Randstad strives to be best in class for EDI&A. While we acknowledge our accomplishments, we continue to institute parameters that govern a growing sense of equity and awareness around shared experiences; this is the key to sustained success.

I am excited about the work that we have done thus far and possess an unshakable passion for what we have slated to accomplish in the future.

### floss j. aggrey

chief diversity & inclusion officer  
randstad US

## our journey at a glance

With each step, there are new opportunities to impact the lived experience of workers every day through shared awareness, attunement with their ongoing needs, and making their voices part of the shared solution.

2014

- launched the Hire Hope Program to help women survivors of homelessness, domestic abuse and trafficking
- offered same-sex domestic partner benefits

2017

- industry pioneer by appointing our first Chief Diversity and Inclusion Officer (CDIO)

2018

- established the Executive Diversity Council (EDC)
- mandatory conscious inclusion training company-wide

2020

- earned top score of 100: HRC Foundation's Corporate Equality Index
- launched Randstad Inclusive Sponsorship Excellence (RISE)
- earned top score on Disability Equality Index (DEI)

2019

- earned a top score of 90: HRC Foundation's Corporate Equality Index
- first and only staffing firm to receive DiversityInc's 2019 Top 50 Companies award
- appointed second female Randstad Executive Board member
- launched [Diversity Deep Dive](#) podcast to share DE&I best practices
- created Randstad Empowering All Latinos (REAL) BRG

2021

- recognized Martin Luther King, Jr. Day as a paid company holiday
- launched [Transcend](#) Program
- joined the [OneTen](#) initiative
- created a [supplier diversity](#) portal

2022

- appointment of the first Global Chief Equity Officer
- new CDIO appointed
- appointment of a Global CHRO
- established Global Diversity Council (GDC)
- entered into a joint sourcing and skilling partnership with OneTen
- added two additional Business Resource Groups to expand representation
- joined the Second Chance Business Coalition

## our strategy: creating strategic EDI&A priorities that foster lasting change

Researchers suggest that only about a third of EDI programs have truly been effective in creating a diverse workforce. Sustainable programs have EDI embedded into all processes and ensure that everyone understands their part in shaping an equitable, diverse and inclusive environment in which everyone knows that they belong. Globally, Equity Diversity Inclusion and Belonging (EDI&B) captures a sense of the overarching holistic focus of the organization. By definition, belonging is described as having an affinity for a place or situation. Studies have shown that for individuals to feel a sense of belonging, they have to feel accepted for who they are and all the contributions they bring to work every day. They need to believe they can bring their full authentic self into their role and have it be seen as an asset and not a liability.

As of 2021, in the U.S., these initiatives included an added dimension, which in 2022 we began to showcase our focus on our EDI framework. Our EDI&A strategy is anchored in core pillars focused on positively impacting EDI&A in our workplace, marketplace and in our business. Within these core pillars is a constantly evolving effort to engage more deeply with our employees, expand our client portfolio and add focus on an ever increasing value to our clients, and exceed expectations in the marketplace. Our efforts are operationalized through the formation of our diversity workforce subgroups established in 2022. These workforce subgroups were birthed from the needs of our diversity council.

The subgroups are:

- attraction and retention
- staff engagement
- awareness
- ask the Executive Diversity Council - capturing employee feedback

All programs aim to foster an environment that results in an affinity for the workplace. Randstad North America is taking measurable steps to ensure each group feels a sense of accessibility in how they work for and partner with the leaders, clients, and colleagues. This is key to the authenticity of experience and sustained success.

Each of the following pillars included strategic priorities driven by our ambassadors and worker subgroups in 2022:

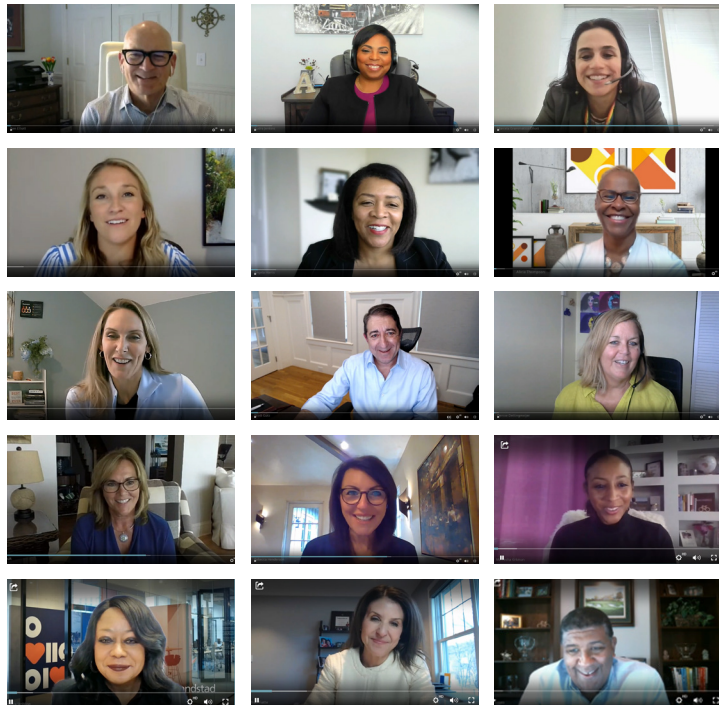
- workplace
- marketplace
- business





# workplace.

By amplifying connections with staff and talent, and elevating the employee voice we foster a greater sense of EDI&A in our workplace.



## strategy 1: leading with inclusion and accessibility

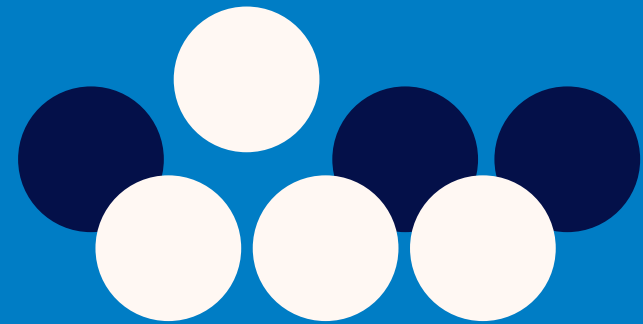
We recognize that fostering a culture of inclusion and accessibility starts with our leaders. Randstad's leadership team understands they set the tone and extends the attitude and behaviors throughout the enterprise to achieve results. In 2022, we chose to spotlight all of our Executive Diversity Council members. Our goal was to drive deeper connections between executive diversity council members, their EDI&A objectives and the business. By demonstrating Randstad's systematic, business led approach to Equity, Diversity, Inclusion and Accessibility we work to promote a sustainable culture centered around inclusion and equity. The focus was well-received and the results were outstanding.

We saw a significant increase in employee engagement in our internal channels. 3,000+ visitors in the US and comments from hundreds of employees around the world. Employees were excited to see the EDI&A commitment coming from the highest levels of the organization.

## strategy 2: generating internal mobility

True inclusion equals participation and affects the organizational perception of its clients and employees, helping the organization achieve its mission and strategic priorities. Randstad's RISE (Redefining Inclusion for Sourcing Effectiveness) program is a unique opportunity to demonstrate our ongoing investment in the success of EDI&A. Through RISE, we connected high performing employees from various backgrounds with executive leaders to realize positive outcomes for sponsors and the sponsees. By intentionally mobilizing diversity at all levels we develop a deeper understanding of EDI&A to empower our leadership teams to drive impactful change.

# RISE spotlight.



lashawn floyd

area vice president

"I gained so much invaluable information from participating in the RISE program! While in the program, I gained the confidence and tools needed to be promoted to Area Vice President for RISE! Not only did Bob help me understand what my true career goals were, but he helped me to put a solid plan together for my short and long-term future with Randstad! I am very excited to see how far I can grow with Randstad in the years to come!"



melinda randolph

SVP human resources

"Working in the Human Capital space for over 30 years, I am committed to practices, policies, and programs that help employees reach the best version of themselves in their respective fields."



janay mix

director, operational finance

"It was a rewarding experience joining sessions of the RISE program and providing insight on various topics throughout the program. I gained a great sense of community and partnership from the program and all of the opportunities that it offered to individuals looking to accelerate their career growth and goals. It's a valuable offering from Randstad that I have witnessed firsthand how it changes people's lives."

## strategy 3: expanding awareness to foster inclusion

### client facing events








forum outline		
women's panel focus Monday, May __	second chance panel focus Tuesday, May __	lgbtq+ panel focus Wednesday, May __
<b>day 1.</b>	<b>day 2.</b>	<b>day 3.</b>
<b>12PM - 1:30PM</b> welcome and purpose (15 mins) women's panel (60 mins) questions and closing (15 mins) remarks	<b>12PM - 1:30PM</b> welcome and intro (5 mins) second chance panel (60 mins) questions and closing (15 mins) remarks	<b>12PM - 1:30PM</b> welcome and intro (15 mins) lgbtq+ panel (60 mins) questions and closing (15 mins) remarks

### flourishing under fire

In today's labor market, we recognize that a focus on equity, diversity, inclusion and accessibility (EDI&A) is increasingly important for both businesses and workers alike – and the landscape is changing fast. To help make sense of the rapidly changing corporate world, Randstad US brought together 35 corporate executives and leaders for its second annual "Flourishing Under Fire" symposium for a meaningful discussion on how to support underrepresented groups to thrive in corporate settings.

The thought leadership event focused on women, people impacted by the justice system, and the LGBTQ+ community. A robust agenda prioritized conversations about the challenges facing these groups — including impact on health, happiness, and productivity — as well as best practices for advancing their participation in the workforce.

**in plain sight.**

 Crystal Crowley moderator Senior DEI and Community Impact Manager Randstad North America	 Bob Rodgers panelist (confirmed) President & CEO Street Group	 Nikki Clifton panelist (confirmed) President The UPS Foundation	 Meg Taylor panelist (confirmed) Chief Engagement & Employment Counsel Delta
 Ashleigh Chapman panelist (confirmed) President & CEO Alliance for Freedom, Restoration & Justice	 Jay Calafia panelist (confirmed) CEO, Americas IHG Hotels & Resorts	 Sean Hosman panelist (confirmed) Founder Persevere Now	

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### in plain sight

Human trafficking is estimated to generate around \$150 billion annually but efforts to combat are not currently well-integrated into the corporate social responsibility programs of most brands, companies and business associations. Although this is beginning to change, employers and businesses have an opportunity to play a pivotal role in the fight against human trafficking. They are well-placed to provide effective and sustained action in the community, at the workplace and in the global economy. Business engagement, alongside that of key stakeholders such as public policy actors and civil society, is essential in the global fight to rid the world of this modern scourge.

In highlighting January's human trafficking awareness month, Randstad US hosted a thought leadership session, in partnership with Alliance for Freedom, Restoration & Justice, and discussed the increasing capacity of organizations to address trafficking, highlighted the challenges related to trafficking, and promoted career development for people engaged in the justice system and highlight benefits of second chance employment.

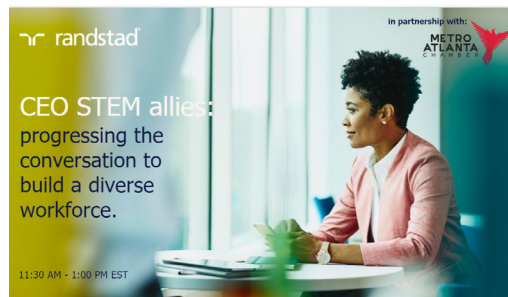


## sander van't noordende

CEO

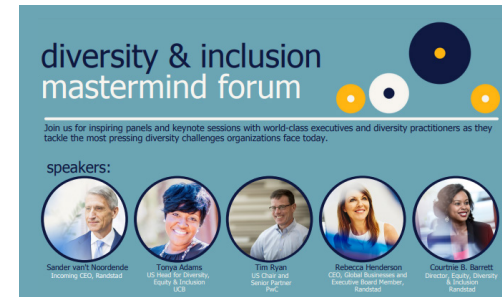
“On a scale of 1-10, EDI is ranked 10 for Randstad. EDI is not something that we do as part of a moral obligation, it’s a business imperative.”

## strategy 3: expanding awareness to foster inclusion client facing events



### CEO stem allies

While the demand for STEM talent has increased rapidly over the last 30 years, the number of skilled STEM candidates available in the workforce has not. This lack of new talent has highlighted the need for organizations to improve the diversity of their current STEM talent pools and provide more skilling opportunities tied to upward mobility. As part of their commitment to closing the STEM diversity gap, Randstad US and Metro Atlanta Chamber hosted a thought leadership session with top business leaders for a “CEO STEM Allies” panel discussion. The event included discussions on how organizations can attract diverse candidates to STEM positions, create more inclusive cultures, and provide more skilling opportunities that will lead to advancement in the workplace.



### diversity mastermind

The road to mastering diversity and inclusion is filled with complexity and requires the strategic application of emotional, cultural and intellectual intelligence. Practitioners and advocates alike are tasked with aligning the mental models of employees from varying backgrounds to reshape organizational principles to embody and accept a universal idea of accessibility and belonging. Randstad’s annual Diversity & Inclusion Mastermind Forum is the gathering of senior diversity and human resources “masterminds” to share impactful solutions, executive roundtables, case studies and best practices to further equity, diversity, inclusion and accessibility. In this year’s session, participants heard from speakers at successful organizations addressing many of the most prevailing opportunities that exist in the market for EDI&A today.

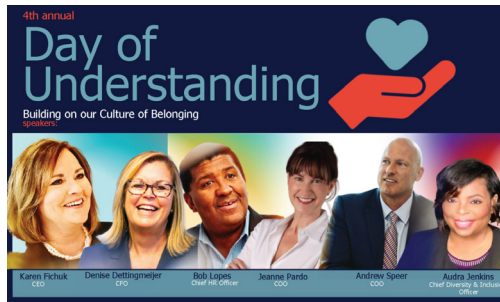


**meg christian**

RGS vice president

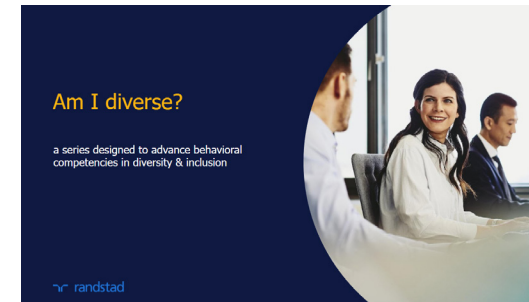
“When we seek to understand and appreciate diverse perspectives and experiences, we create an environment that ensures our people are valued, retained, and engaged”

## internal only events



### annual day of understanding

Each year Randstad hosts a Day of Understanding to foster greater equity, inclusion and growth overall. EDI&A solutions will always look differently to different people. There will never be a solution that feels absolutely perfect to the entire workforce. By initiating an open dialogue on critical topics that matter most, organizations have been known to yield considerable progress for advancing awareness and inclusion. The Day of Understanding is an opportunity to engage in the richness that makes us all unique and experience that value associated with the outcomes of open discussions. In its fourth year at Randstad, the Annual Day of Understanding was leveraged as a platform for maintaining ongoing connections with colleagues around the globe. Through this event, Randstad leaders discussed EDI&A progress on ensuring that everyone feels a part of our journey and connected to the outcome.



### am i diverse?

Through a series of practical modules, team members from all levels of the organization were asked to consider the core elements of diversity as solely social constructs. Through these self and societally built constructs, we come to define diversity through work to build intentional inclusion that diversity can mean different things for different people around the world. Diversity is never absolute, as we arrive at our own experience-based conclusions and what we know to be true for us in the moment. Fortunately, while facts don't change, our truths may evolve with growing insight, awareness and wisdom.



**kaelyn phillips**

director, global talent development  
monster

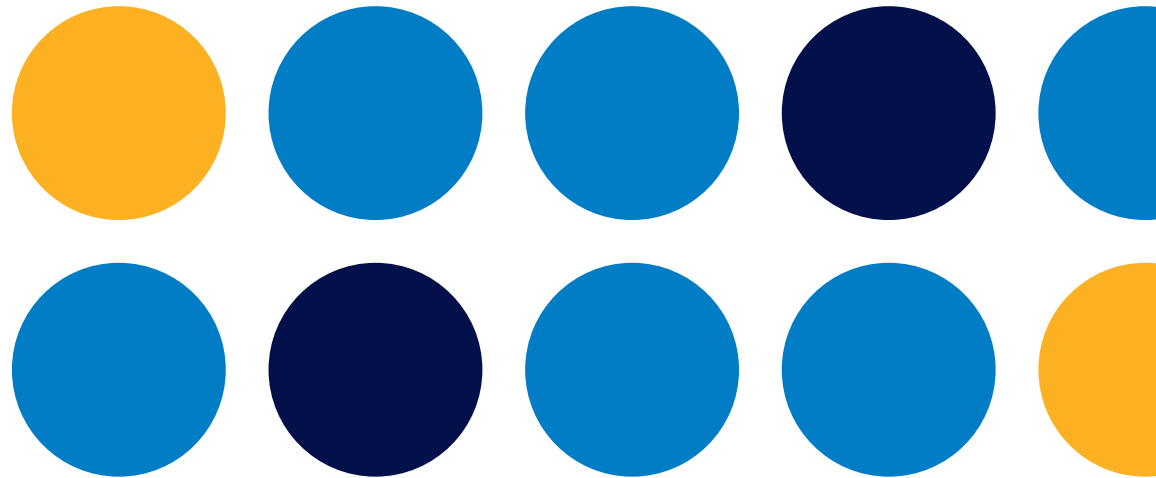
“Effective learning programs are aligned to the idea that development is a journey. In EDI&A, a sense of courageous but authentic vulnerability is essential to generating the anticipated personal and professional growth and development.”



**jay ferguson**

chief legal officer

“Diversity extends beyond the representation that you can see. When varying points of view are considered and valued while solving problems for clients and the business, a recipe for a thriving workforce is created.”



## strategy 4: modeling equity diversity inclusion and accessibility



traci fiatte

CEO professional & commercial staffing

“As the executive sponsor of Randstad’s PRIDE business resource group, I commit to not only being an ally, but an advocate, of and for the LGBTQ+ community. I feel an obligation to do my part in creating working environments, inside and outside of Randstad, that allow people to bring their whole selves to work. I look forward to continuing to support and acknowledge diversity and being an awareness builder of how important inclusion is.”



jennifer durham

recruiter, randstad US

“I love being involved in a group where I can make an impact. We brainstorm and collaborate to create positive changes in the workforce. It’s awesome to network and find ways to meet everyone’s needs. We also have many sub groups that help manage your work/life balance and mental health. The AIM BRG has impacted my life personally and professionally, and I’m grateful to work for a company that supports these initiatives.”

### AIM (abilities in motion) BRG

Events:

- launched cancer, neurodiversity, mental health and hearing channels on Connect, our global intranet
- created infographic “what to/not to say to someone with cancer” for September cancer awareness month
- held a Virgin Pulse challenge “creating an inclusive work environment” for October Disability at Work month





## nic mosman-fischer

assistant market manager ii, randstad office professionals

“What I love most about the Pride BRG is the people I get to interact with, when you meet and talk with people who support, love and welcome you, in a world that can be not so kind, it makes it all just a little better. The Randstad Pride BRG has been a safe space for me and others to be our true and authentic selves, there are still many work spaces that members of the LGBTQ+ community are not able to be authentic and true. But here we get to show, we are just like everyone else, we want to be safe, we want to be loved, we want to help others, and platforms like the BRG are where that belonging starts! I hope to continue to spread that message within Randstad, and I hope to someday be able to take that message outward and help others to build that base, the starting point.”

## PRIDE BRG

Events:

- had our CEO, Sander van't Noordende, speak at our event in March
- participated in global marketing effort with members featured in a promo video on Pride
- marched as a BRG in the ATL Pride parade



## stephanie alvey

account manager, iMSP

“Do nothing from selfishness or empty conceit, but with humility of mind regard one another as more important than yourselves; do not merely look out for your own personal interests, but also for the interests of others.’ Philippians 2:3 This BRG has allowed me to do just that; pour into others as they look to build their careers. Whether it is through encouragement, professional development training, or live webinars, we have come together as one group to truly build one another as we become the next generation of leaders.”

## leaders of the future BRG

Events:

- held a webinar on Internal Mobility
- solidified Junior Achievement Partnership with mentoring underserved high school seniors for seven months





## karin childress

vice president, veteran center of excellence

"I love being a part of the Forces for Business BRG because it allows me to engage and connect with the Military community I have missed so much since my husband's retirement. I am most proud of the personal and professional development opportunities we offer our members - from one-on-one mentorship to technical upskilling and certificate programs; the F4B is continuing the education and training of Veterans - a hallmark of the Military Services. Since more than 70 percent of Veterans will take a step back position for their first role out of the military, a robust growth and support pathway is essential in ensuring Veterans make it to the right roles inside Randstad to deliver the maximum value to our workforce."

## forces 4 business BRG

Events:

- hosted Veteran and Military Family Network coffee chats
- launched Buddy program - pairing newly hired Vets with a buddy to help them acclimate to Randstad
- initiated mentoring program



## cristina mendoza

university relations, talent delivery manager,  
randstad sourceright

"R.E.A.L. has helped me become a leader at Randstad and in the Talent Acquisition industry while being proud to be Latina. Leading this group to new heights in membership and engagement, company-wide initiatives, and creating a safe place for Hispanics and allies in the company to collaborate gives me the most significant impact."

## REAL (randstad empowering all latinos) BRG

Events:

- hosted a Growth Session with Learning & Development
- hosts Spanish Practice Brunch, where members can learn or brush up on their professional Spanish



## jonathan clark

hr business partner, randstad US

“What I love most about being part of the African Heritage BRG is the family-like relationships I’ve developed with our members, and the positive impact we have on their lives, careers, and experience at Randstad. It’s so comforting to be in an environment where people authentically care about and support one another and no one feels like they have to pretend. We can each find someone in our BRG who identifies with and understands what it’s like to be a black professional and perhaps share ideas on how to navigate different situations. Also, whether it’s workshops, cultural activities, community work, or social events, there are numerous ways to get engaged every month to grow yourself, advance your career, or de-stress and connect. The AHBRG is a critical part of my employee experience and development at Randstad, and I can’t imagine working here without it. I look forward to enhancing our strategic approach, expanding our reach, and deepening our impact on ED&I at Randstad and in the community.”

## african heritage BRG

Events:

- held several well-attended and well-received events to honor the legacy of MLK Jr, celebrate Black History Month and execute on our 3E’s (Expand our reach, Enhance the experience of our members and Enrich Randstad)
- graduated another 10 youth out of another successful Leadership Academy group
- successful “But What is Juneteenth?” events - discussion, art competition



## surya sana

business systems analyst, randstad US

“I am very grateful for being an employee of a company that is very driven by diversity and inclusion initiatives. The amazing work our sister BRG’s do has inspired me to start PACE. PACE is very excited to organize more cultural awareness events in the upcoming year based on the interest and responses received from the Randstad family.”

## PACE (pan asian community engagement) BRG

Events:

- held Diwali celebration at office headquarters



sandra markle

SOW vendor partnerships lead,  
randstad sourceright

“We are passionate about building a culture that inspires and empowers women to become strong, confident leaders that make Randstad such a great place to work. The WIRED BRG prioritizes education and awareness, aligning our goals to the goals of the business. Our focus is to celebrate the female contribution at Randstad, while also impacting progress through volunteerism in our local communities and supporting all women to help realize their potential.”

## WIRED (women in randstad empowering development) BRG

Events:

- volunteered at several Girls on the Run spring events around the country
- celebrated International Women’s Day with a webinar with guest speakers - more than 130 attendees with breakout sessions
- hosted Webinar - Cultivating a Resourceful & Revolutionary Career with inspiring Randstad leaders



alysse wiegold

senior market manager,  
randstad US



malcolm smith

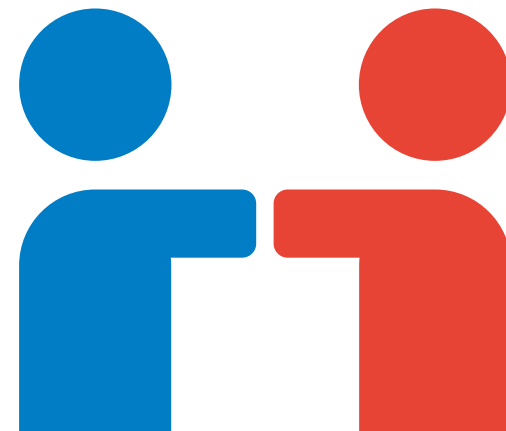
SVP, corporate finance, randstad US

“As a member of Randstad’s Executive Diversity Council and with my experience working with multiple cultures, I understand the significance of bringing together groups representative of different ideas and backgrounds for a day of sharing and learning to further advance broader EDI&A goals for Randstad”

## all BRGs event

Events:

- onsite BRG fair for all Randstad BRGs at Randstad’s office headquarters



# REDI

## ambassador spotlight.

meet our REDI ambassadors



**katie england**

project manager, randstad US

“I have the privilege of being a part of the Randstad Equity, Diversity & Inclusion (REDI) program. It has allowed me to meet amazing members both in our Randstad family as well as outside of the company who are passionate about equity, diversity and inclusion. This program is deeply important to me as I strongly believe and want everyone to not only feel but truly be equal in all aspects of their careers and lives. I love being a co-lead of the training group who encourages everyone at Randstad to take all of our inclusion modules; it is such an honor to share knowledge that helps others. Through the opportunities, knowledge and partnership within this group I feel more empowered to not only help reach our company diversity and inclusion goals, but to help push this within my community as well.”



**jessica renard**

project coordinator, randstad US

“Being a REDI Ambassador means being connected to a larger purpose and passion that helps to make sure that everyone at Randstad can not only bring their whole self to work, but that their whole self is valued and integral to the success of our business. I love meeting new people, due to being a REDI Ambassador, and am excited to see where the new year will take us with Audra and Floss in their new roles!”

# marketplace.

Consistency in our client offerings and investments in our EDI&A brand and attraction strategies.



**christine ramsey**

VP internal talent acquisition

“It is no longer the case that obstacles in diversity and equality make it nearly impossible for females to succeed in the business world. Emerging leaders build environments where vulnerability is celebrated.”

## strategy 1: increasing diversity in hiring

### 112% growth in veteran hiring

We had an incredible 112 percent increase in veteran hiring in 2022! This was achieved through a comprehensive strategy that included a variety of initiatives. In short, it was about setting a goal and then doggedly chasing it down.

There is an enormous sense of team pride in creating these opportunities for our nation’s heroes. We are deeply satisfied with the outcomes being wrought. Randstad employees are not just attending veteran recruiting events, we are leading the panels! Our collective team is now passionate about finding unique ways to support this community.

### significant growth in internal offers to people of color

In 2022, Randstad saw a 9 percent boost in offerings of internal opportunities to people of color YoY. This illustrates a serious focus on creating real outcomes for real people within our company. It is challenging for a recruiting team to take on complex work and ask them to include new sources, different from the ones with which they may have been more comfortable. This may be considered the toughest labor market of all time which makes change now even more difficult. However, our teams demonstrate persistence and determination in their willingness to serve this community.

Looking at the bigger picture and measuring their macro impact is a great way to instill pride in your internal talent acquisition team. It gives them opportunities to be a part of meaningful and actionable social change. Contributing to equitable work environments breeds a sense of fulfillment and belonging. Strong EDI&A results, and the ability to accurately and sensitively communicate them, can be an enormous engagement tool for internal teams.



## courtnie brazier barrett

VP EDI

“Engagement with diverse partnerships is an important step in any EDI&A program; however, success requires setting reasonable goals, authentic engagement, and the right infrastructure in quality and quantity to capture the impact on your workforce.”

## strategy 2: engaging in diversity outreach

- National Organization on Disability
- DiversityInc
- NAAAP
- ALPFA

Fostering relationships with the local community is vital to our outreach and engagement commitment. This year we partnered with the Association of Latino Professionals For America (ALPFA) Atlanta chapter where we attended networking events, and sponsored the annual ALPFA Student Summit. During the Summit our Vice President of EDI&A Strategy sat on a panel sharing the benefits of professional networking, and provided further expertise to students one on one during speed networking and interviewing small groups. ALPFA was the first national Latino professional association in the country, currently serving over 100,000 professional and student members. We are excited to continue this partnership.

This is our second year partnering with the National Association of Asian American Professionals (NAAAP) in Atlanta. NAAAP is the fastest growing Pan-Asian organization in North America dedicated to career advancement and leadership development. This year we gathered experts from different areas of our organization for a panel style Q&A titled “The Great Resignation: State of the Job Market” led by NAAAP President Emeritus, Allen Chen, SVP, D&I Executive for Bank of America. We were also honored to sponsor the annual Chopstix for Charity fundraising gala for the second year in a row.



## strategy 3: shaping an equitable workforce

### REVup internship program

The REVup (Randstad Empowering Visionaries) internship program is a mutually beneficial program that provides students with important work experience. The program is creating a pipeline of top talent for future employment, adding to and diversifying our workforce, and gaining innovative ideas and fostering an unmatched culture of teamwork, productivity, and leadership development. In conjunction with the Better Tomorrow Task Force, REVup was created initially to focus on and partner with collegiate students at historically black colleges and universities (HBCUs). REVup has since expanded to diverse candidates within all universities and colleges.

### REVup ambassador program

The REVup Ambassador Program consists of REVup alumni who will promote the REVup internship program and Randstad Technologies Group (RTG) career opportunities to current students and recent graduates within their peer groups and university.



### grai paglieri

CEO, randstad technologies group and managing director, global professionals

“Reskilling can also help advance workplace equity and diversity. The National Fund for Workforce Solutions, a Washington, D.C., nonprofit, notes that ‘in a workforce that’s growing more diverse, workers of color continue to face barriers to good jobs and career pathways.’ The lost earning power of those workers trapped in low-paying jobs costs the nation’s economy over \$2 trillion per year. Training lower-wage workers in new skills could open the door to more career mobility and higher-paying jobs.”



### andrew speer

RTG COO & REVup executive sponsor

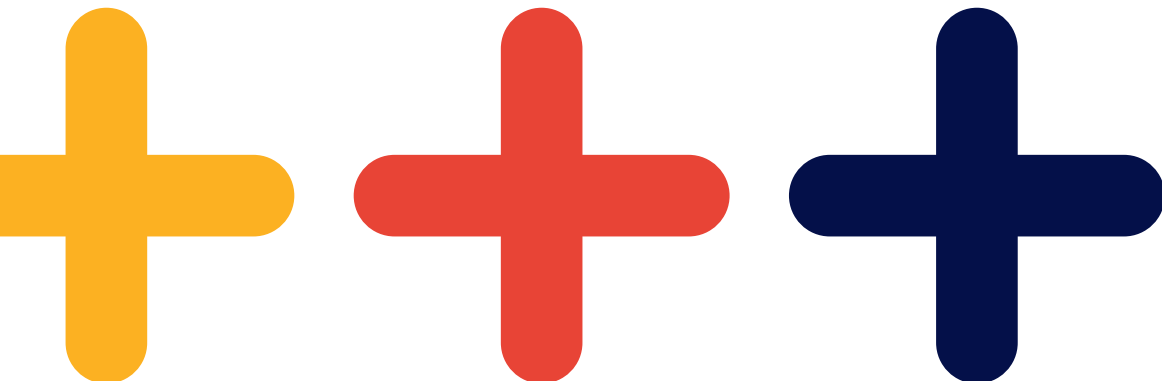
“I am very proud to be associated with REVup. This strategic program has proven, in a short period of time, that our path to diversity begins with purposefulness. This has resulted in excellent momentum that has yielded results that have exceeded even our most bodacious goals.”



### mary earl

diversity intern program manager

“REVup unleashes the power of diversity by bringing together a group of individuals who are diverse in thought, gender, ethnicity, culture and more. Since the program’s inception in 2021, we’ve made great strides in delivering our mission of providing students with work experience and tangible skills which has resulted in a pipeline of top talent for RUS roles. The great thing about the program is that it strives to foster belonging and empowerment at Randstad by delivering a firsthand view into the amazing people and dynamic things that champion EDI&A within our organization.”





# better for tomorrow task force.



**angela harris**

SVP human resources,  
randstad technologies group

“To effectively navigate the competitive war for talent, leaders must focus their efforts on attracting all types of people, and sometimes there are people that are unfortunately overlooked. However, if we want to be successful as a business and continue to grow as an organization we have to include everyone as part of that process.”

The Better Tomorrow Task Force (BTTF) was launched in 2020, to ‘Change Today’ to ensure a ‘Better Tomorrow’. The mission is to shine a light on racial bias, raise awareness of the inequities faced by black Americans technology; to provide a voice in unprecedented times and ensure we hold ourselves accountable to do better.

The three main pillars with key 2022 tangible outcomes are referenced below:

## educate

By laying the groundwork to truly make change, we provide content and platforms to allow meaningful conversations and reflection. This year we effectively launched an assessment process to capture the wants and needs in key areas of the business and build a comprehensive library of resources including books, podcasts, etc. to support our workforce’s EDI journey. The future of our educate pillar involves the expansion of content and platforms to foster deeper awareness.

## donate

In an effort to maximize opportunities for lasting impact, we partnered internally and externally to donate laptops and hotspots to children for e-learning in underserved communities. In addition, we awarded eight scholarships to STEM students through our RiseUp Scholarship Program.

## elevate

Through intentional programs to increase diversity in the organization, we positively impact the work lives of our employees and candidates. Programs like our REVUp internship program and other initiatives have led to employment and advancement opportunities at Randstad and within our communities.

# business.

By doing business in a manner that positively touches the lives of our clients, employees, candidates and vendors in the communities we serve and operate, we serve as a catalyst for change.



**keith brown**

director, corporate community impact

“Through these partnerships and in collaboration with our client thought partners, we will continue to shepherd a society of an agile workforce to deliver the broadest talent pool across the broader ecosystem.”

## business strategy 1: engaging clients for lasting societal impact

Over the last year, Randstad US has taken a very deliberate step in addressing the challenges experienced by all dimensions of diversity. We have undergirded the skilling apparatus as an equalizer throughout our corporate social responsibility framework and thoughtfully partnered with national organizations to underpin our community development and engagement efforts. Some of the organizations featured throughout this journey include the Second Chance Business Coalition and OneTen.

# transcend story spotlight.



**rhadisha davis**

solutions director,  
randstad technologies  
(transcend graduate)

“It was such a positive experience to work with Joel as my mentor throughout the Transcend Program. I found great value in his encouragement, support, and perspective as I sought to navigate the consideration of a career pivot. Over our calls throughout the program, we explored how my professional skills and personal goals could be combined to make the best next step for me. Joel’s candor about his own experiences helped me realize I could embrace my journey with confidence.”



**joel leege**

EVP & chief strategy officer,  
randstad technologies group  
(transcend mentor)

“I am glad that Rhadisha and I were matched for the Randstad Transcend mentoring program and so proud of the career opportunities she pursued and ultimately found within Randstad. Rhadisha and I built a rapport throughout the journey and talked about work, professional goals, personal goals and so much more, which was a great opportunity to just discuss our own experiences and try to support each other. It has been great to get to know Rhadisha through this program.”



**bob lopes**

chief human resources officer

“In today’s market, it’s important that we adapt to the changing employment landscape. In support of Randstad’s overarching business goals, our team focuses on creating an equitable and caring environment while balancing the need to assist our operating companies in generating revenue. We strive to embed diversity and inclusion in all areas of the business including recruitment and career development. Human resources is a critical partner to the management teams at Randstad because we understand the importance of people strategies while creating an environment where our employees are supported and accepted. Embracing EDI&A initiatives has many benefits such as promoting new thinking, understanding the diverse needs of employees, and creating an environment of belonging - all of which help positive change in an organization. This is key for building an inclusive workplace that promotes equity.”

# hire hope.



Our Hire Hope program has a consistent focus on enhancing the lives of those entering the Randstad workforce. Through mentorship, career development training, apprenticeship and 1 on 1 coaching we have a direct hand in impacting the lives of program participants. Hire Hope prepares individuals who have overcome tremendous odds in many instances by strategically preparing them for the world of work. We continue to grow and evolve our program using data and metrics to learn from the prior year and implement practices tailored directly to the ever-evolving needs of our program participants. Each day is a day for us to positively use our power to impact the lives of others. We recognize that and in turn make the necessary investments in our community.



**stephanie gates**

associate executive assistant, randstad

“In the short year since starting my career at Randstad, I have managed to accomplish goals I thought were completely out of reach and set more! I began as an Employment Specialist with limited experience in a professional setting, and in May I accepted the role of Associate Executive Assistant to Karen Fichuk and Rebecca Henderson. In this role, I am responsible for calendar management, communications, creating and managing expense reports, event planning, and booking executive travel. Hire Hope can give you the preparation and opportunity to completely change your life if you are willing to put in the work. I can finally say I love my job, and Hire Hope was the turning point for me! My favorite thing about Randstad is its commitment”.



**stephanie white**

employment specialist, randstad

“The Hire Hope program has changed my life and given me the opportunity to pursue a career and not just another job. Thanks to the Hire Hope program I have gained transferable skills that I can use in any field of work and have gained exposure in different areas of recruiting. I believe in myself now, my confidence has increased and I possess a strong work ethic. My career is just beginning and I’m excited to see what lies ahead!”



## tisha thomas

HR assistant

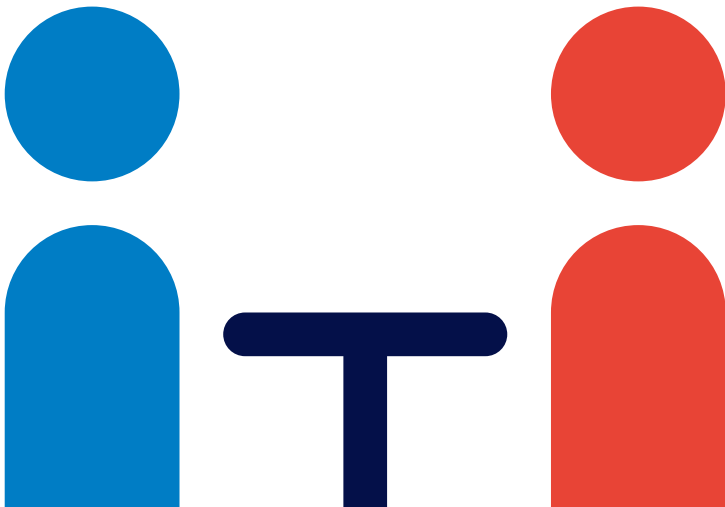
“The Hire Hope program at Randstad has helped me to reintegrate into the civilian sector by providing me with the tools and experience needed after leaving the military. I now work for Softpath System doing onboarding. I started off as an employment specialist, and in a little over a year I was promoted to HR Generalist. My confidence continues to increase as I conquer new challenges.”



## kayla markowsky

supplier diversity coordinator, randstad US

“In April 2021, I began my apprenticeship with Hire Hope and worked on the Honeywell account as an employment specialist for eight months. My experience in that role equipped me for the corporate world, and I credit the incredible mentors and leaders who guided me through the program for preparing me for my current position. It is now my responsibility to support Nino Campos, the global supplier diversity manager, as a supplier diversity coordinator. I am fully involved in the process with each diverse supplier from the day we register them in our digital supply chain until they no longer need our assistance to continue thriving. My primary focus is to locate, mentor, develop and engage with diverse businesses. I offer them best-in-class tools and solutions on how to create opportunities. I also assist with quarterly tier I and tier II diversity spend reporting for our top client SANA accounts. The strength and success of a company’s supply base comes directly from the company’s commitment to building an equality-focused supplier advocacy program, which strategically supports socioeconomic growth and, in return, strengthens the company’s brand. Before working at Randstad, I was unable to say I had a fulfilling career. As an employee of a company that is not only committed to EDI&A, but also cares for their employees’ growth, development, and work-life balance, I am honored to be part of this team and excited to see where my journey continues with Randstad!”





### crystal crowley

director, equity & inclusion  
business partner,  
randstad sourceright

“Hire Hope provides empowerment to women who have experienced exploitation, by supporting them on their quest to find purpose, stability and a living wage career. The program helps women acquire essential skills for career placement facilitated through a professional development curriculum, various autonomous e-learning platforms and paid apprenticeships. There is no greater feeling than to be able to call a participant from the Hire Hope program your colleague on a team call. This continues to embrace Randstad’s commitment to touching the work lives of 500 million people by 2030.”



### mike smith

CEO, randstad sourceright

“If we don’t support women at work, helping them to regain the lost earnings and career progress lost during the pandemic, there will be long-term repercussions for the world economy and the welfare of women everywhere. We will lose out on great leaders who inspire us, drive change and shape culture. More than ever, employers need to strive toward a more equitable and inclusive workplace: it’s the ethical, strategic, and sustainable thing to do.”



### sue marcus

managing director, randstad sourceright

“Prioritizing diversity, equity, and inclusion can build comradery, boost morale, and increase quality across the board.”





## vanessa saldana

site manager, randstad US

“The DOD Skillbridge program was essential to my transition into a civilian occupation. What started out as an independent internship turned into a career with the world’s leading HR services company. I believe in investing in this program because every person that I encounter with Randstad supports veterans like myself.”

## skillbridge program

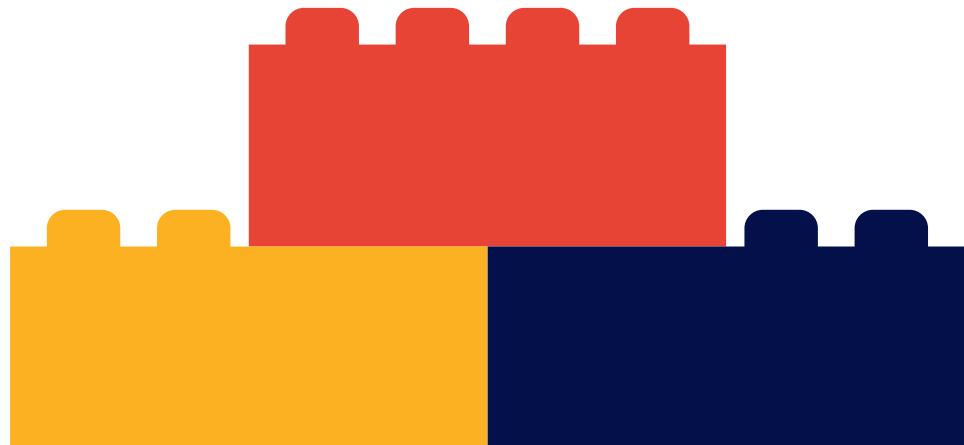
The DOD SkillBridge program is an opportunity for service members to gain valuable civilian work experience through specific industry training, apprenticeships, or internships during the last 180 days of service. The service member remains employed by the Department of Defense. The service member’s parent Service will continue to be responsible for all pay and benefits for the member during their period of participation in the SkillBridge Program.

It’s central to our strategy for building the workforce of the future, inclusive of Veteran and Military Affiliated Talent.

## our goals

Internal - Gain early and prominent access to a uniquely talented candidate pool that brings financial and skillset advantages to our hiring pipeline at scale. And, to invest and develop our existing Veteran employment programs within Randstad Equity, Diversity & Inclusion (REDI) and the Veteran Center of Excellence (VCOE).

External - Demonstrate expertise and thought leadership in the Veteran employment marketplace as an industry leader in hiring, upskilling, and redeployment programs. And, to develop new client delivery methods through REDI and the VCOE.



## business strategy 2: advancing supplier diversity

### statement

Driven by our goal to be an inclusive, supportive employer and a progressive partner, our business pillar focuses on our efforts to embed EDI&A holistically into our operations while impacting the larger society. It is a reflection of our corporate social responsibility, supplier diversity, partnerships, and community impact. We are committed to shaping the world of work where all people can grow, develop, thrive and belong.

At Randstad, we recognize and support the development and growth of diverse vendors in the communities we serve with significant investment and executive sponsorship. We track and manage performance capabilities for each supplier to efficiently manage program objectives. We support ethical procurement as our parent company Randstad N.V. is a United Nations Global Compact signatory and operates to respect the ten principles regarding human rights, labor, environment, and anti-corruption. Our program includes mentorship, reporting, and engaging our diverse suppliers to support their scalability.

These exceptionally talented partners have unique and niche skills that have helped us develop new products, marketing campaigns, business strategies, and more. Last year, we spent more than \$760M with 860 diverse suppliers, helping not only build our business up, but continuing to partake and be the industry leader in developing a diverse economic future. In 2021 we began a new supplier registration with 20 new suppliers. By the end of 2022, we invited and met with over 150+ suppliers and registered 130 into the Randstad supplier diversity digital portfolio database. We also expanded our customer-facing reporting by three years. While we have achieved significant progress for Randstad over the past year, our goal is to spend over \$1B in 2023 and continue to grow our supplier database while expanding our customer-facing reporting. As the economy continues to be unstable, Randstad will remain best in class. We will lead the industry in achieving our EDI&A goals with new initiatives in the coming year.

In 2023 Randstad's Supplier Diversity program will expand with:

- new hands-on supplier accelerator certifying program
- supplying live consultants to provide mentorship, coaching, and training to new and current preferred diverse suppliers
- continued efforts to engage and participate in outreach activities
- ongoing active involvement with small business and minority development organizations, supplier matchmaking, protégé programs, trade shows and procurement events
- innovative industry-leading systems and practices designed and implemented for identifying certified diverse suppliers that align with our and clients' business strategy
- continue to ensure the inclusion of diverse suppliers in our strategic sourcing and procurement process
- implement the new internal tool that allows the supplier diversity team to directly communicate, prioritize and respond quickly to internal diversity-related requests
- the expansion of our team so that we can reach all customers looking for diversity reporting

2023 differentiators:

- faster identification and vetting process of top US diverse suppliers and global NGO memberships, associations and partnerships
- a digital supply chain (digital profiles) for all diverse suppliers (mentoring, scoring and comparisons)
- Randstad's and client reporting enhancements (aggregated primary and secondary certified diverse spend)
- quarterly review processes to evaluate progress and facilitate alignment with client goals





## business strategy 3: diversity for contingent workforce programs

In 2022, we have elevated our focus on partnering with enterprise clients to offer a holistic review and assessment of their total talent solution. This meant engaging with and advising client stakeholders who have a remit of procurement, talent acquisition, HR, business outcomes and EDI&A. Our goal is to meet our clients where they are and leverage Randstad's extensive diversity resources and expertise to help them enhance their diversity impact.

Over the year, we have:

- 1 supported clients in aligning contingent workforce strategies with organizational EDI&A strategies
- 2 driven contingent workforce programs to evolve beyond diverse spend goals
- 3 introduced a view of a contingent talent diversity and set benchmarks in programs that were already evolved in EDI&A and total talent models
- 4 enhanced EDI&A impact with thought leadership in diversity forums/summits
- 5 piloted compliant technology solutions to glean diversity data and market insights, and drive more informed diversity actions for our client programs



### vaishali shah

vice president, diversity and inclusion,  
randstad sourceright

“As we continue to evolve our approach, programs and partnerships in 2023, we aim to identify more opportunities for diversity impact with our clients. As the largest human capital leader, it is not only our role but our responsibility to ensure that EDI&A is embedded in all our programs.”



### scotty parrish

region president, randstad sourceright,  
total talent solutions

“The best supplier programs include a diverse mix of vendors across a broad spectrum of categories. They leverage data specific to the organization’s needs to drive effective decision-making. These programs extend across the business ecosystem and can illustrate both an increasing focus on social impact as well as higher performance. With the unstable job market currently, it is these values that help us recruit and retain the best workforce. It’s no wonder 64 percent of millennials say they won’t work for companies that perform poorly in a corporate social responsibility context. Today, social issues and business success are inextricably linked.”



### nino campos

global supplier diversity manager

“It’s quite clear, the future of supplier diversity is about achieving a higher level of accuracy in spending and reporting results. With the demographics of the US and the rest of the world, the shift in diversity is changing so rapidly, relying now more than ever on the socioeconomic growth of diverse businesses. We need to be able to create, build and sustain diverse businesses. And more than ever before, we need to accurately and innovatively report our impact to support our company, client’s goals and ultimately continue to build a stronger diverse economic future.”



## in 2022 we held ourselves accountable

### goal 1

create and implement solutions to attract and retain diverse talent in the targeted areas

### goal 2

foster a deeper exchange between employees and EDC members for greater awareness with question and answers

### goal 3

positively drive employee connections with diversity-related events for awareness and increasing employee engagement

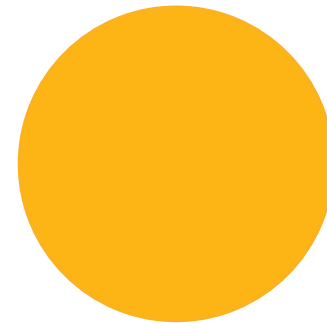
### goal 4

spotlight members of the EDC and their EDI&A efforts to highlight internal branding

The 2022 awards and noteworthy items section below are a reflection of how we achieved these goals.

## 2022 awards/noteworthy items

- DiversityInc Top 50 and 8 specialty awards
- Human Rights Campaign 2022 Best Places to Work for LGBTQ+ Equality
- Military Friendly awards
- 2022 Bronze Level Global Champion for Supplier Diversity and Inclusion
- Global Impact Award from The Bowman Foundation
- Forbes America's Best Employers for Diversity
- Forbes America's Best Employers for New Graduates
- Forbes America's Best Professional Recruiting Firms
- Forbes America's Best Temp Staffing Firms
- Earned perfect score on Disability Equality Index



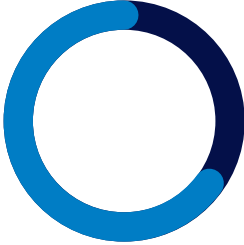
tangible results

women in leadership



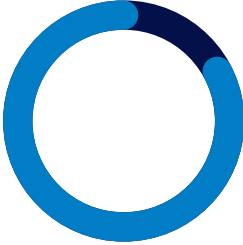
● female: 55%  
● male: 45%

BIPOC representation



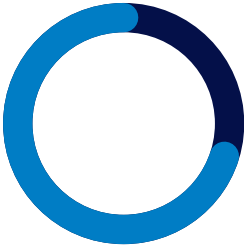
● white: 65%  
● POC: 35%

BIPOC leadership representation



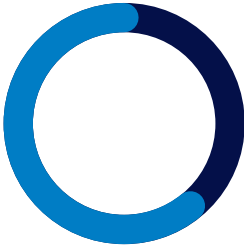
● white: 83%  
● POC: 17%

EDC diversity by gender



● female: 70%  
● male: 30%

EDC diversity by race



● white: 61%  
● POC: 39%





## appreciating our victories while intentionally advancing EDI&A in our future

Core priorities for 2022-2023 include a continued focus on belonging while ensuring the presence of accessibility and developing a shared goal to review impact and progress. This report serves as another means of holding ourselves accountable to our promises and preparing a joint vision for the future. This is above and beyond our internal briefings and reports. In the coming year, key ongoing priorities include:

- supporting our clients, vendors and teams with leading EDI&A insights and programs
- strategically engaging diverse outreach groups and member associations
- increasing diverse representation in our workforce
- promoting equity, inclusion and accessibility at every level

Equity, Diversity, Inclusion and Accessibility is a constant journey. While we are seeing a lot of progress in EDI&A we continue to strive for more. We recognize that our people, partners and communities are the keys to our success. As an organization, Randstad is representative of a collective commitment to EDI&A and we remain unwavering.

**floss j. aggrey**

chief diversity & inclusion officer  
randstad US



3625 Cumberland Blvd, Suite #600, Atlanta, GA 30339  
[randstadusa.com/about/diversity-inclusion](https://www.randstadusa.com/about/diversity-inclusion)



human forward.