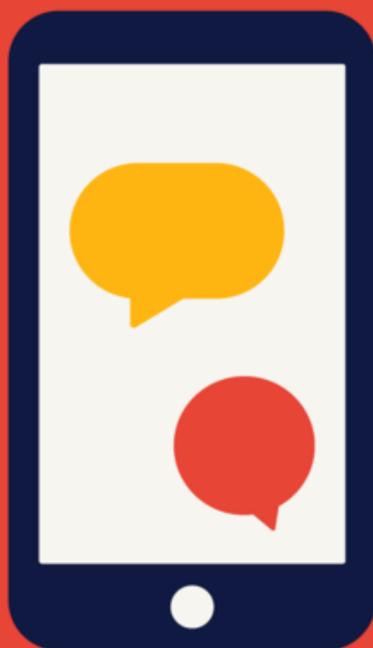


randstad group procedure

misconduct reporting procedure.



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January 2019

Function: Global Legal/central integrity officer

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1. purpose

As an international organization with a global emphasis on excellence, the Randstad Group expects all group companies and employees, including directors and officers, to behave at all times in accordance with our core values and Business Principles. This means acting responsibly, with integrity, and in compliance with Randstad policies and procedures, and applicable laws and regulations. We expect our employees to help Randstad maintain its excellent reputation by adhering to the high standards reflected in our core values: *to know, to serve, to trust, simultaneous promotion of all interests and striving for perfection.*

Randstad promotes a culture of openness and accountability, and encourages all stakeholders to report any incidents where conduct falls short of our core values and/or the Business Principles. Any such report should be provided in accordance with this Misconduct Reporting Procedure.

2. our procedure

2.1 introduction

In order to assist in the reporting of (suspected) misconduct within the Randstad Group, we have established dedicated channels through which stakeholders may voice concerns, either through local reporting mechanisms in place at company level or, for serious misconduct, through our **Integrity Line**, the Randstad Group reporting facility (see paragraph 2.3 below).

All concerns raised in accordance with our official procedures will be treated confidentially (except as required to conduct an adequate investigation (including the right of reply of the accused) and, if necessary, to take appropriate action) and with the complete assurance that there will be no retaliation against any employee filing a report in good faith.

The **Integrity Line** can be used to report incidents if you reasonably suspect or have evidence of serious misconduct within or relating to the Randstad Group.

This includes, but is not limited to, serious cases, such as:

- breaches of human rights principles
- health and safety failures
- breaches of Randstad's Business Principles
- breaches of Randstad's policies or procedures (e.g., anti-competitive practices, discrimination, harassment, bribery, fraud)
- criminal offences

- failure to comply with obligations imposed by law or regulation (including incorrect finance and accounting practices)
- personal misconduct or disrespectful behavior

The Randstad N.V. Executive Board has overall responsibility for the Misconduct Reporting Procedure and its application. Management of each Randstad Group company is obliged to ensure that this Misconduct Reporting Procedure is implemented within their organization.

2.2 some definitions

Randstad Group means Randstad N.V. and/or any of its subsidiaries

The **Complainant** is anyone, whether within or outside the Randstad Group, who submits – in good faith and having a reasonable suspicion and/or evidence of potential misconduct – a report (also referred to as a complaint or concern) regarding misconduct within or relating to the Randstad Group.

Business Principles: see <https://www.randstad.com/about-randstad/corporate-governance/business-principles/>

The **Integrity Line** is the reporting facility consisting of a telephone hotline, accessible 24 hours per day via free-phone local access numbers, and a secure webpage, operated by an independent external provider.

The **Local Integrity Officer** is the person or function that ensures that all cases reported to the **Integrity Line** are investigated and dealt with in a lawful and timely manner, and fully respecting the rights of all individuals involved. Every country/Randstad Group company (including Randstad N.V.) has its own Local Integrity Officer. The Local Integrity Officer may either be a Randstad employee or an external party, as deemed appropriate by the relevant managing director and the Central Integrity Officer.

The **Central Integrity Officer** is the person appointed by the Randstad N.V. Executive Board to coordinate integrity issues under this procedure and to provide regular reports to the Executive Board, as well as an annual report to the Audit Committee of the Supervisory Board, on cases reported either via the **Integrity Line** or directly to the Central Integrity Officer. The Central Integrity Officer also ensures that any reports under this procedure on suspected misconduct by one or more members of the management team of a Randstad Group company are reviewed centrally.

2.3 reporting

Anyone who reasonably suspects or has witnessed misconduct is obliged to report it. Stakeholders are encouraged to first raise concerns through their normal (local) reporting channels, either through local management lines or regular local contacts, such as HR, legal, identified confidants, complaint desks, risk & audit, etc. Reporting to management is usually the fastest and preferred route, and the best way to ensure a good and open work environment throughout the Randstad Group.

The **Integrity Line** should not be used to bypass normal reporting procedures. It is only intended for situations when reporting through the normal reporting channels is likely to be inappropriate or ineffective, and should be considered as a last resort.

Reports can be submitted in the local language through the **Integrity Line**, which consists of a telephone hotline, accessible 24 hours per day via free phone local access numbers, and a secure webpage. Both are operated by an independent external provider. For full contact details and user instructions, see annex 2. Although reports can also be submitted anonymously, Randstad encourages Complainants to reveal their identity when they submit a report, as this greatly facilitates the investigation of the report.

In order to minimize unreliable and false reports, as well as for reasons of privacy protection, Randstad will only investigate anonymous reports received through the **Integrity Line**.

2.4 handling of a report

Reports received through the [Integrity Line](#) are forwarded to the Local Integrity Officer for the company concerned. As standard, a copy of the report is also sent to the Central Integrity Officer.

The Local Integrity Officer will confirm receipt of a report to a Complainant through the [Integrity Line](#) within five working days. Insofar as it is appropriate and practicable, the Complainant will be kept informed of the progress of the investigation. However, for reasons of confidentiality and privacy, we may be prevented from sharing specific details of the investigation or actions taken.

If a report is submitted through the [Integrity Line](#), but should have been submitted through the normal (local) reporting procedures (e.g., payroll or general or service satisfaction issues), the Local Integrity Officer will refer the Complainant to the applicable (local) reporting procedures or contact the relevant local function to handle the report.

The Local Integrity Officer ensures that all reported cases that are appropriate for the [Integrity Line](#) are investigated and dealt with in a lawful and timely manner, and fully respecting the rights of all individuals involved. In certain instances, such cases may be referred to and handled by a local management representative and/or other relevant functions of the company, depending on the nature of the report. In these cases, the same practices with regard to confidentiality and no retaliation still apply.

The Local Integrity Officer may decide not to investigate a report if:

- there is insufficient information for a fair investigation and it is not possible to obtain further information;
- there is an indication that the report was made in bad faith.

If the reported misconduct involves one or more members of the local management team of a Randstad Group company, the Local Integrity Officer will redirect the report to the Central Integrity Officer. The Central Integrity Officer may inform local management and will inform the responsible member of the Randstad N.V. Executive Board and/or the Audit Committee of the Supervisory Board.

Reports that relate to one or more members of the Randstad N.V. Executive Board or Supervisory Board will be handled by the Randstad N.V. Local Integrity Officer, who is a member of the Audit Committee.

After the investigation, prompt and appropriate corrective action will be taken when and as warranted in the judgment of the relevant management level, taking into account the relevant company functions (e.g., HR, legal).

Randstad expects management at all levels within the Randstad Group to handle all reports concerning any alleged misconduct seriously, confidentially, and in an expeditious manner, and to ensure that the Complainant is not confronted with retaliation. Management is obliged to fully cooperate with any investigation into alleged misconduct.

2.5 reporting in good faith or bad faith

Anyone who raises a concern in good faith will not be put at a disadvantage as a result thereof. If upon investigation no violation is discovered, no action will be taken against the Complainant, unless the concern was raised in bad faith. Reports are considered to have been made in bad faith if the Complainant knows that the report is substantially not true, and that this procedure is abused (a) because of personal grievances, (b) for personal benefit, or (c) to intentionally harm the Randstad Group or any of its employees, including officers and directors. The Randstad Group sees reporting in bad faith as a very serious offence. Any report made in bad faith by an employee will be considered a serious breach of the Business Principles. The Randstad Group may take further action, if appropriate, against any Complainant who knowingly makes a false accusation or acts with malicious intent. Further action may include disciplinary action, which could result in termination of employment.

2.6 protection from retaliation, rights and duties of the Complainant

The identity of all Complainants will be kept confidential to the extent that this is practicable, and no retaliation against good-faith Complainants will be tolerated. Specifically, the Randstad Group

will not discharge, demote, suspend, threaten, harass or in any manner discriminate against any employee based on any good-faith report and lawful actions with respect to reporting misconduct. Any perceived retaliation should be promptly reported to the Central Integrity Officer.

Submitting a report does not automatically protect Complainants who themselves participated in the reported misconduct from disciplinary or other action related to their participation in the misconduct. However, the Randstad Group will take the fact that the Complainant made the report into account as a mitigating factor.

When a Complainant reports suspected or actual misconduct, the Complainant should continue to respect all contractual or other confidentiality obligations owed to the Randstad Group. The Complainant should therefore avoid any form of external or internal publicity without first making use of internal procedures, unless external reporting is required or otherwise authorized by applicable law. Randstad reserves its rights with regard to any breach of such contractual or other confidentiality obligations.

If a Complainant decides to report alleged misconduct externally while an investigation by a Randstad Group company is ongoing, the company may decide to no longer involve the Complainant in that investigation or to stop the investigation and take any other steps it considers necessary.

2.7 protection and rights of the accused

When a person is under investigation as a result of a report through this procedure, he/she will normally be notified of this fact within a reasonable timeframe, depending on the facts and circumstances and whether there is a perceived risk of destruction of evidence, retaliation and/or obstruction of the investigation.

Any person under investigation has the right to respond to the allegations and can appeal against any adverse findings or decisions.

2.8 data protection, privacy & confidentiality

Any personal data obtained as part of any report and investigation under this procedure (of the Complainant, any person under investigation, and any witnesses) will only be used for the purposes described in this procedure and in accordance with relevant data protection laws and Randstad's data protection policy. Personal data on the [Integrity Line](#) will be deleted three months after a case is closed by the Local Integrity Officer, unless a longer retention period is required because of the nature of the allegations and/or investigation.

Personal data will only be shared with those who need to know and will be subject to an obligation of confidentiality to the extent possible and as consistent with the need to conduct an investigation and, if necessary, take appropriate action. Exceptions are possible when Randstad is under a legal or regulatory obligation to disclose the information or if the report is made in bad faith.

2.9 amendments

The Executive Board of Randstad N.V., after consultation with the Audit Committee, may amend this policy at any time in a manner consistent with the requirements of applicable laws and regulations, and will involve the Randstad European Works Council and the relevant Works Councils as appropriate.

Diemen, Netherlands
January 2019

annex 1 - summary

randstad group

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are you concerned about misconduct?

Some examples:

- Is this a health & safety issue?
- I feel discriminated or harassed.
- Is this fraud?
- I suspect a breach of competition law.
- I think this gift is way too expensive.
- This is misuse of company assets!
- Is this a breach of human rights?
- I suspect bribes are being paid.

who can you talk to?

- If possible, talk to the person involved.
- Talk to your HR manager, HR business partner, confidant, risk & audit manager¹, privacy officer² or legal counsel³
- You may also contact your local integrity officer via the local website.

1. fraud reporting
2. data breach, abuse of personal data and other privacy related matters
3. always for competition and bribery issues or questions

if these options seem inappropriate or ineffective you may also:

- Send an email to the central integrity officer at: complianceofficer@randstad.com or
- Submit a report or question through the Randstad Group Integrity Line* (SpeakUp, managed by People Intouch, an independent external provider). On randstad.com you can find further details, including local free phone number, webaccess and access codes per country.

We realize it is not always easy to raise concerns about possible misconduct, but we do encourage you to share your concerns with Randstad. Your concerns will be dealt with carefully and confidentially (to the extent possible). No retaliation against good faith complainants will be tolerated.

For the full procedure see: randstad.com

4. We encourage you to reveal your identity when reporting, as this greatly facilitates the investigation. However, if you want to report anonymously, you should do so by making use of the Randstad Group reporting facility.



annex 2 - user instructions & contact details

Integrity Line user instructions

Free phone line

- The Complainant dials the applicable free phone number; the telephone call is received by a voice-response system. After making the report, the Complainant receives a unique case number. The report can be made in the local language or in English. The external provider then sends a word-for-word transcript of the voice recording to the Local Integrity Officer of the country/company concerned.
- For protection of the caller's anonymity, the voice recording remains with the external provider and is destroyed as soon as the Local Integrity Officer has confirmed receipt of the transcript.
- Via the unique case number, the Local Integrity Officer can leave a reply message for the Complainant to confirm receipt of the report and, if necessary, to ask verification questions or summarize a conclusion. After the initial report, the Local Integrity Officer will endeavor to post a reply within a maximum of five working days.
- The Complainant may call again, using the case number, and will be able to hear the reply from the Local Integrity Officer. The Complainant can choose whether to answer questions immediately or at a later stage.

Online reporting form

- The Complainant goes to the relevant web page, leaves a message by entering a text (in the local language or in English), and receives a unique case number. The external provider translates the message (if not in English) and sends the translation plus a copy of the web message to the Local Integrity Officer of the country/company concerned.
- Via the unique case number, the Local Integrity Officer can leave a reply message for the Complainant to confirm receipt of the report and, if necessary, to ask verification questions or summarize a conclusion. After the initial report, the Local Integrity Officer will endeavor to post a reply within a maximum of five working days.
- The Complainant can use the case number to log in again, and will be able to see the reply from the Local Integrity Officer. The Complainant can choose whether to answer questions immediately or at a later stage.

Contact details per country are given on the following pages.

contact details

Country	Freephone and web access	Access code	Language options
The Central Integrity Officer* for the Randstad Group can be reached via www.speakupfeedback.eu/web/integrityatrandstad/nl		55984	English, Dutch
Argentina & Uruguay*	0800 666 0078 www.speakupfeedback.eu/web/integrityatrandstad/ar	37821	LA Spanish, US English
Australia	1800 452 051 www.speakupfeedback.eu/web/integrityatrandstad/au	47064	English
Austria	0800-295175 www.speakupfeedback.eu/web/integrityatrandstad/at	64282	German, English
Belgium	0800 71365 www.speakupfeedback.eu/web/integrityatrandstad/be	42101	Flemish, French, English
Brazil	0800 891 9678 www.speakupfeedback.eu/web/integrityatrandstad/br	15678	Portuguese-Brazilian, US English
Canada	1-866-818 1239 www.speakupfeedback.eu/web/integrityatrandstad/ca	42102	US English, Canadian French
Chile	123 0020 2775 www.speakupfeedback.eu/web/integrityatrandstad/cl	40972	LA Spanish, US English
China	North, calling with Netcom: 10800 744 0179 South, calling with Telecom: 10800 440 0179 www.speakupfeedback.eu/web/integrityatrandstad/cn	42118	SC Mandarin, SC Cantonese, English
Czech Republic	800 900 538 www.speakupfeedback.eu/web/integrityatrandstad/cz	14218	Czech, English
Denmark	8088 5638 www.speakupfeedback.eu/web/integrityatrandstad/dk	42103	Danish, English
France	0800-908 810 www.speakupfeedback.eu/web/integrityatrandstad/fr	42104	French, English

Germany	0800-1801 733 www.speakupfeedback.eu/web/integrityatrandstad/de	42105	German, English
Greece	00800 4414 2695 www.speakupfeedback.eu/web/integrityatrandstad/gr	11638	Greek, English
Hong Kong	80096 3161 www.speakupfeedback.eu/web/integrityatrandstad/hk	85416	TC Mandarin, TC Cantonese, English
Hungary	0680 981 359 www.speakupfeedback.eu/web/integrityatrandstad/hu	42106	Hungarian, English
India	0008 0044 01221 www.speakupfeedback.eu/web/integrityatrandstad/in	42117	English
Italy	800-787 639 www.speakupfeedback.eu/web/integrityatrandstad/it	42107	Italian, English
Japan	0120 774878 www.speakupfeedback.eu/web/integrityatrandstad/jp	65542	Japanese, English
Luxembourg	800-21 048 www.speakupfeedback.eu/web/integrityatrandstad/lu	42108	German, French, English
Malaysia	1-800-88-4307 www.speakupfeedback.eu/web/integrityatrandstad/my	57253	Malay, English
Mexico	01800 123 4618 www.speakupfeedback.eu/web/integrityatrandstad/mx	19077	LA Spanish, English
Monaco	80093617 www.speakupfeedback.eu/web/integrityatrandstad/mc	86241	French, English
Netherlands	0800-773 2587 www.speakupfeedback.eu/web/integrityatrandstad/nl	42100	Dutch, English
Netherlands (Holding)	0800-773 2587 www.speakupfeedback.eu/web/integrityatrandstad/nl	42116	Dutch, English

New Zealand	0800 45 0436 www.speakupfeedback.eu/web/integrityatrandstad/nz	62710	English
Norway	800-18 333 www.speakupfeedback.eu/web/integrityatrandstad/no	15476	Norwegian, English
Poland	00800 4411 739 www.speakupfeedback.eu/web/integrityatrandstad/pl	42109	Polish, English
Portugal	800-831528 www.speakupfeedback.eu/web/integrityatrandstad/pt	01375	Portuguese, English
Romania	0800894540 www.speakupfeedback.eu/web/integrityatrandstad/ro	51643	Romanian, English
Singapore	1800-8232206 www.speakupfeedback.eu/web/integrityatrandstad/sq	26935	English, SC Mandarin, Malay
Spain & Andorra	900-973 174 www.speakupfeedback.eu/web/integrityatrandstad/es	42111	Spanish, English
Sweden	020-798 813 www.speakupfeedback.eu/web/integrityatrandstad/se	42112	Swedish, English
Switzerland	0800-561 422 www.speakupfeedback.eu/web/integrityatrandstad/ch	42113	German, French, Italian, English
Turkey	00800 448 824 369 www.speakupfeedback.eu/web/integrityatrandstad/tr	42119	Turkish, English
United Arab Emirates	800 0441 2727 www.speakupfeedback.eu/web/integrityatrandstad/ae	13718	Arabic, English
United Kingdom	0800-169 3502 www.speakupfeedback.eu/web/integrityatrandstad/gb	42114	English
United States of America	1-866-250 6706 www.speakupfeedback.eu/web/integrityatrandstad/us	42115	US English, LA Spanish

* web access only

