



randstad canada

2021 social responsibility report.



Marc-Etienne Julien
CEO, Randstad Canada
& Managing Director,
Global Talent

message from the CEO

Building a future to be proud of takes all of us. At Randstad, we are continuously driven to help build inclusive and sustainable communities where everyone will reach their true potential. This is no small commitment, and requires us to leverage our knowledge, expertise and resources to address the issues that our communities face - now and in the future. We do this by aligning our strategies and actions to our Environmental, Social and Governance (ESG) priorities. In 2021 we saw evolving customer preferences, highly competitive markets and regulatory requirements that have played a core role in shifting the talent ecosystem. Alongside borderless opportunities with remote work and the demand for skilled talent that employers want, Randstad is meeting the needs of both talent and employers by offering solutions and advice that solve staffing needs and have a meaningful impact on communities.

As a people-centric organization, we know that living our commitment means enabling our employees to thrive, supporting our clients, propelling our talent and championing our communities. One example to highlight is our diversity and inclusion (D&I) programs. In 2021 we added value for our clients by providing D&I advice and best practices, we helped our employees better understand systemic barriers to inclusion through learning and training, and we supported our talent in growing their skills through partnerships and knowledge sharing. Each day we came to work with a sense of purpose and desire to make a difference.

This report brings these and other examples to life, and showcases how Randstad is so unique. The generosity of our employees is incredible. Even with ongoing COVID restrictions, 43% of Randstad employees volunteered through our corporate citizenship programs, and over 60% of employees participated in Randstad-led fundraising initiatives, raising more than \$170,000 for key causes. Our community relationships continue to strengthen with local and national partnerships aligned for a collective purpose, contributing to more than 1,000 youth job seekers being supported in 2021.

I am so proud of the work that we do, and I hope you enjoy seeing our 2021 progress as much as I have. I look forward to sharing even more with you in our next report, specifically the contributions that we will make to the employability challenges facing youth, immigrant and marginalized populations across Canada. We embrace our role in corporate citizenship and we will continue to do right by our team, our clients and talent all across Canada.

impact

our ultimate goal: touch the work lives of 500 million people worldwide by 2030

our contribution to SDGs



4 quality education



10 reduced inequalities



5 gender equality



13 climate action



8 decent work and economic growth

our goal

Our global goal is to touch the work lives of 500 million people worldwide by 2030. In order to do that, we are making sustainability an integral part of Randstad's strategy and core business. Working to facilitate the development of fair and efficient labour markets across Canada, we employ our commitment to the Sustainable Development Goals (SDGs), specifically contributing to five goals (4,5,8,10 and 13). Our heritage has been fueled by our empathy and our passion for people, and we know that it is the human side of our business that will allow us to make a difference.

This report contains forward-looking statements regarding future events. All statements other than statements of historical facts are statements that could be deemed forward-looking statements. These statements are based on current projections about the environments in which we operate and the beliefs and assumptions of our management. Forward-looking statements speak only as of the date they are made, and we do not undertake any obligation to update any forward-looking statement.

the randstad canada charitable foundation.

In 2008, Randstad Canada launched The Randstad Canada Charitable Foundation to make meaningful contributions to the charitable sector and improve the lives of youth across the country. The Foundation has provided millions of dollars to organizations across Canada, and has helped more than 300,000 youth through funding and volunteer opportunities.

key areas of focus are:



skill-building support to ensure all workers have the skills and tools necessary to reach their full potential;



workforce integration support that provides equal employment opportunities to those who have been most marginalized in the job market;



early education to excite youth with the opportunities, and prepare them to meet the challenges of the future world of work.

in 2021, the randstad foundation:

donated to 50
organizations

disbursed
\$203,141
to charities
across Canada

reached over 1,000
youth through
funding and in-kind
support

leadership



Chair, Lara Speirs,
Chair of the Board



Marc-Etienne Julien,
Board Member
(term ended July 2021)



Matthew Kindree,
Board Member



Audrey Lara,
Board Member



Steve MacKinnon,
Board Member



Spiro Papanicolaou,
Board Member
(term ended July 2021)



Rita Sposato,
Board Member



Uma Venkatarmiah,
Board Member



Brooke Cromar,
Executive Director



employee engagement.

Randstad's success is due to its people. Building an engaged and inclusive work culture that empowers our people and allows us to attract and retain the best talent is at the core of our strategy. Their enthusiasm to engage with their communities is a key way that we are able to provide our clients with top talent, and offer our diverse talent their insights, tools and opportunities.

the evidence is in the fact that 43% of our employee population recorded using their company-sponsored volunteer time, giving more than 2,000 hours to volunteerism.



2021 highlights

supporting youth job readiness.

Everyday, our employees share their knowledge with youth across the country. From career fairs, to networking events, to webinars on employability skills, and mentorships, our employees are helping shape young futures.

Whether mentored Kenyan and Tanzanian youth (virtually) through our global partnership with Voluntary Service Overseas (VSO), or volunteering with our Randstad Canada Charitable Foundation partners, we provided support and guidance to youth seeking to better understand the current and future job market. In total, our employees gave their time to more than 400 job seekers in 2021, giving hundreds of hours to support youth job readiness.

encouraging volunteerism.

Every year, Randstad employees from across the country come together in support of causes that truly matter to them and the people in their communities through our #RandstadGiveltForward challenge. Employees volunteer for a cause they are passionate about, and challenge their colleagues to do the same. In April 2021, with COVID measures still in place, the challenge focused on sharing 100 acts of kindness in 10 days. Exceeding our goal, participants shared how they were giving back through acts such as running clothing drives, volunteering at food banks, supporting neighbours and family members, and reaching out to seniors.

As part of the challenge, all employees who shared their volunteerism were able to have a donation made to a charity of their choice through the Randstad Foundation's Employee Community Fund. The challenge raised more than \$5,000 for local and national charities.

the randstad charity auction gala.

The Randstad Charity Auction has been a staple of the organization since we opened our doors in Canada nearly 25 years ago. In that time, more than \$3.5 million has been raised, supporting over 300,000 youth and families.

Hosting a virtual Gala event for the first time to accommodate ongoing COVID restrictions, the event brought together more than 60% of our employees to raise funds, have some fun and hear about the incredible work that Randstad Canada Charitable Foundation grant partners (Actua, Water First Education and Training Inc, and Youth Employment Service) are doing to advance youth employability.



the randstad ride for myriam.

Eight years ago, Myriam Laaouan, a Randstad Canada employee, lost her courageous battle with cancer. Wanting to support her and her family, Randstad employees, friends and family, began a multi-day bike ride to raise much-needed funds for cancer research. Over the years, the event has grown: expanding the ride between Canada and the United States, and then during COVID creating a virtual event where participants can participate by getting moving and raising funds. With COVID restrictions remaining a consideration in 2021, the event remained primarily virtual, allowing participants from Canada, the United States and Europe to all be part of the event, regardless of cycling skill level.

2021 achievements

430 participants across the globe

365 participants on “Team Canada”

\$130,286 raised for cancer research

Over 30,000 kms travelled by participants

50 teams around the world





diversity & inclusion.

As leaders in the future of work, we value diversity and understand the importance of having inclusive workplaces and cultures. Our approach is three fold: to build accountability, starting at our senior leadership levels, raising awareness by promoting a growth mindset by offering continuous learning and training opportunities to our people, and building meaningful connections by understanding our data, partnering with community organizations and empowering our people.

2021 highlights

the diversity and inclusion accelerator

Building on the conversations and actions that took place in 2020 around belonging, social justice, equity and inclusion, Randstad has developed a robust diversity and inclusion training program that includes conscious inclusion, hiring best practices, land acknowledgements and more. We also established a D&I certification program that allows our employees to become D&I Champions for the company.

knowledge sharing

We want all companies to be able to build diverse workplaces that inspire inclusion and belonging. That is why we are sharing what we know with our stakeholders through webinars and whitepapers on a range of D&I topics. In 2021 we launched “D&I at the heart of your brand”, guiding employers on how to steer their business in the right direction and construct a strong D&I strategy. As part of Pride month, we launched “the impact of words: inclusive language in your workplace.” This guide highlights why words matter, and how to use inclusive language (both French and English) in your professional and personal lives. Lastly, we developed the “leveraging international talent to tackle labour shortages” guide to highlight how internationally trained workers contribute enormously to the Canadian economy and how migrants may hold the key to economic recovery after the COVID-19 pandemic. The guide includes important topics such as how to implement successful D&I strategies in addition to provincial resources on how to hire internationally trained workers. In addition to webinars and blog articles, we provided insights to thousands of people on key D&I topics in 2021.



adding value through expertise

With talks surrounding diversity, inclusion, and anti-racism taking place at the highest levels across most Canadian companies, leaders are tasked with providing clearer guidelines for fair and balanced workplaces. Navigating these issues is no easy feat and to foster a culture of inclusivity means recognizing shortcomings in workplace structures, policies, and relationships. To help navigate this, Randstad has developed a specialized team to help clients with strategy development and implementation through D&I consulting. No matter where our clients are in their D&I journey, Randstad D&I consulting can help by: defining company D&I goals, developing a comprehensive strategy, giving step-by-step guidance on how companies can adapt HR strategies to support D&I, providing workplace insights and the drivers behind employer D&I.

creating safe spaces

Community and connection are important to everyone. To support ongoing conversations around diversity and inclusion, 2021 saw additional attention and focus going into our employee resource groups, Randstad Equity, Diversity and Inclusion (REDI). Through regular activities, meetings and events, REDI doubled in size in 2021. Through our ERGs, Randstad hosted company-wide events and learning hours, while sharing their unique perspectives on a diverse range of topics.

impact spotlight: the immigrant and refugee ERG

Randstad's employee resource group for immigrants and refugees has been very active since it began in 2020. Hosting fundraisers to benefit refugee organizations, conducting interviews to share personal stories of newcomers in communities across the country, and hosting the first-of-its kind employee roundtable on immigrant employability, this group has demonstrated that ERGs are influential and supportive spaces.

empowering women.

The COVID pandemic has had many adverse effects on society, one of which was the disproportionate impact on women. A higher proportion of women lost their jobs in the early stages of the pandemic than men. 10 times more women than men left the labour force in 2020. At the same time, employers have experienced unprecedented talent scarcity and are struggling to find and retain employees, in what has been called the “Great Resignation”.

As we hit the 10th anniversary milestone of Randstad’s Women Transforming the Workplace program in 2021, our aim was to promote and empower women in the workplace by taking concrete actions to support women impacted by changes in the market. Our goal is to emphasize the importance, both internally and externally, of achieving gender equality in the workplace.



2021 highlights

helping women re-enter the workforce

With tellent, a diversity recruitment and social impact company, Randstad co-created The Propeller Experience. This 8-week digital program and community for women equips them with the mindset, skill set, and network they need to navigate the future of work. Participants can choose one of three curriculum streams covering essential skill sets: innovation & entrepreneurship, leadership, and digital skills. The program was officially launched on International Women’s Day (March 8th, 2021), and has since helped 211 women. Since launching the Propeller Experience, almost 90% of participants indicated a positive impact on their careers and lives, with 62.5% of learners seeing results in their employment status after only eight weeks after starting the program. In 2021, tellent and Randstad Canada remain steadfast in their shared commitment to supporting 1,000 women in the next year as they find or build higher value paid work. As the economy starts to recover and the workforce emerges from over 20 months of instability, the Propeller Experience program will evolve to support the shifting needs of women and companies in this new economy.

celebrating the 10th anniversary of Women Transforming the Workplace

Business norms have shifted, and more employers are seeing the need for change and innovation. Work environments are steadily becoming more flexible and processes are becoming more transparent. As we celebrated the 10th anniversary of Women Transforming the Workplace, a program designed to promote women’s unique abilities and skills, we took pause to recognize our work is far from done. It’s critical that we continue to support women as they navigate the ever-changing world of work, so they can realize their full potential. To do this we must also support organizations in building more inclusive workplaces for women.

To highlight the work yet to be done, and celebrate the many contributions the program has made to the ongoing conversation of women in the workplace, Randstad partnered with Canadian artist Maia Faddoul to design an exclusive T-shirt that highlights the impact women are making in the world of work, with all proceeds going to Up With Women, a national charity dedicated to helping recently homeless and at-risk women and non-binary people build a sustainable pathway out of poverty through employment and entrepreneurship coaching.

our ongoing commitment to gender parity

Glass ceilings still exist around the world. We continue to drive for complete gender parity at Randstad and support the development of our female employees, providing them with opportunities and avenues to pursue careers at senior leadership levels. Building on our efforts for parity across a number of business areas, we received Silver Gender Parity Certification from Women in Governance for the 2021 year (having received Bronze for 2020).

building healthy, fulfilling and inclusive workplaces.

Today's employees expect more from their employer. Work-life balance, social responsibility, technological innovation, ongoing training, flexibility, and equality for women and minorities are just a few of the current demands' organizations are facing. Employees of tomorrow are looking for companies that cultivate a positive and welcoming company culture and so this will be the key to attracting top performers.

Having a healthy work culture will also play a key factor in attracting the workforce of tomorrow. A positive workplace culture improves teamwork, raises morale, increases productivity and efficiency, and enhances the retention of the workforce. Job satisfaction, work performance, and collaboration are all enhanced and most importantly, a positive workplace reduces stress in employees. Health is wealth and for the new generation of workers, and this couldn't be more key to their happiness.

In terms of the pandemic, we've seen a major shift in the mindset of workers at all levels and the need for flexibility in the workplace. As a result of workers being able to balance the demands of work with the need to care for children who were learning from home, and take care of elderly parents who weren't comfortable running various errands, workers know firsthand that they are capable of being productive employees while working remotely. Employees of tomorrow will want to know exactly what their options are and transparency will be vital to help boost workers' satisfaction levels and, in turn, lower turnover rates.

Fostering a sense of pride and ownership among employees will also be essential for organizations and their success. It is important to have a set of clear organizational core values that are communicated effectively and discussed with employees so that they feel part of it. Employees will be looking at the actual commitment that organizations make to certain policies and actions like environmental responsibility and social change. For the future workforce, it won't be enough to state this in a mission statement, brand story, or a company's promotional materials, as workers will be looking for demonstrable actions that are taken regularly and involve all company employees so they can form a personal responsibility towards these values and can take pride in their workplace.





looking ahead.

As a company, we are focused on sustainable growth, and that means ensuring that we are shaping a future of work that is fair, inclusive and responsible.

As we look to the future, there's no denying the challenges that our world is faced with: a worsening climate crisis, social unrest, and mass inequity. However, our commitment remains the same – to improve the environmental, economic, and social well-being of the communities in which we live and work.

In 2022, we are working towards our global commitment to Net Zero emissions, working to reduce our carbon footprint, championing company-wide green initiatives, and encouraging personal and operational accountability of our employees for protecting the environment.

Looking forward also means helping our clients understand the importance of D&I in their workplaces. Truly inclusive companies respect and value every member of the workforce as an individual, whatever their age, ethnicity, religion, sexual orientation, or gender might be. In 2022, we are continuing to grow the value we add as diversity and inclusion experts to our clients, while simultaneously supporting and advancing learning and growth within our organization.

To underpin our commitment to maximizing future employment and contributing to economic growth for society, our ultimate goal remains at the heart of our strategy, that we will touch the work lives of 500 million people by 2030. It is what we believe in and where we want to go, and this will continue to motivate us on our journey forward.

about the randstad social responsibility report.

This document provides a snapshot of our corporate social responsibility (CSR) actions and performance for the period from January 1, 2021 to December 31, 2021. The Randstad Social Responsibility 2021 document is our fourth annual publication and we hope you find it insightful.

For additional information about our CSR initiatives please visit <https://www.randstad.ca/about/social-responsibility/>
Have a question or comment about our 2021 Social Responsibility Report? Contact us at csr@randstad.ca.

