

we strive for the simultaneous promotion of all interests

	pillar	vision 2020	measures of success
shaping the world of work	optimal workforces for clients	We are the leading HR solutions partner and support our clients in creating a balanced workforce, and in becoming more attractive employers and effective organizations, now and in the coming years.	Through their behavior, clients indicate that our core values and innovative concepts are a differentiator, and that they prefer us over others.
	the best jobs for candidates	We give as many people as possible access to jobs, providing them with options to develop themselves, with equal opportunities for all, with respect for health and safety, and with unyielding integrity. We also play a crucial role in guiding people from unemployment to employment.	Through their behavior and through survey results, candidates show that we are preferred because of our ability to provide them with the right jobs.
	the employer of choice for our employees	We want to be an attractive employer with equal opportunities for everyone in an environment in which knowledge, trust and diversity are highly valued. We are aware that we can only achieve this through serving others.	Potential and current employee survey scores show that we offer a working environment that is highly rated in terms of safety, health and personal development, with equal opportunities for all.
	expertise for a better society and value for our shareholders	We aim to shape a better society by activating our knowledge and expertise. This is focused on (but not limited to) our knowledge of employment markets. We advocate developments which benefit individuals as well as society at large.	We are recognized as a key contributor to public debates relating to employment markets.
	sustainability basics	We aim to have a set of management tools, business principles and policies in place that are in line with or exceed the standard for our industry and that enable accountability for all elements of our sustainability framework.	We are recognized as a leader in sustainability management in our industry.

key drivers 2012 - 2020

KPIs

Clients program

- We provide innovative concepts for flexibility, based on our core values
- We support diversified workforces at our clients
- We have a continuous dialogue with and advise clients on the simultaneous promotion of all interests
- We provide clients with the best candidates
- We measure our success through surveys

Clients KPIs

- # of matches
- % of orders filled
- # of successful placements in our permanent placement business
- Net Promoter Score
- Client consideration, preference; client retention
- Market share
- % of flexible workforce in our markets

Candidates program

- We advance the employability of candidates
- We provide candidates with the right jobs
- We make sure that our candidates work in a safe and healthy environment
- We guide people from unemployment to employment
- We measure our success through surveys

Candidates KPIs

- # of matches and placements
- Candidate consideration, preference; candidate engagement
- Injuries and fatalities during work
- Sickness as % of total hours worked
- # of candidates with disabilities placed; candidates from minority groups placed
- # of people we guide from unemployment to employment
- # of training hours; training costs

Employees program

- We attract, recruit, develop and retain the best people
- The composition of our workforce is such that employees are able to understand and work with the diverse groups that make up our markets
- We insist on ethical behavior and further embed business principles in our global organization (e.g., health and safety, human rights and environment)
- We measure our success through surveys

Employees KPIs

- Internal management appointments as % of total
- Management development participation
- Proportion of male and female employees
- Proportion of male and female in middle and senior management
- Proportion of full-time and part-time employees
- # of training hours; training costs
- Injuries and fatalities during work
- Sickness as % of total hours worked
- Employee retention rate
- Engagement score

Employment-market program

- We contribute to the removal of barriers for global mobility
- We strive to improve global employment participation
- We strive to increase our role in the regulation/deregulation of employment markets
- We contribute to the social dialogue at key forums
- We engage in a proactive and continuous stakeholder dialogue
- We create partnerships that enable us to use our knowledge to benefit society

Employment-market KPIs

- Staffing penetration rates in our markets
- Contribution to the regulation/deregulation of labor markets
- # of employees active in national and international employment institutions
- Involvement within other key forums
- # of hours and employees involved in VSO
- Other community engagements

We create value for our shareholders

Shareholder KPIs

- EBITA margin of 5% to 6% over time
- Payout ratio of 40% to 50% of net profit

Basics program

- We create mechanisms to safeguard our core values, business principles and good governance
- We strive for a responsible supply chain
- We strive to limit our environmental footprint by using sustainable energy sources, reducing use of water and paper

Basics KPIs

- # of employees trained in business principles
- # of business principles incidents (misconduct reporting procedure)
- % of vendors who have agreed to our sustainable vendor policy, % of purchase value
- Environmental footprint measures on consumption of energy, % of use of green energy sources, water and paper