

FY2024

# RGF Staffing Sustainability Progress Report



# Content

---

## Foreword

→ Management statement

---

## General information

- About RGF Staffing
  - People in the heart of our business
  - Governance, stakeholders & materiality
  - Our sustainability strategy:  
Creating opportunities for all
- 

## Connecting people

- RGF Connect
  - Inclusion & Belonging
  - Learning & Development
- 

## Environment

→ Climate

---

---

## Responsible business

- Protect & Report
  - Human rights
- 

## FY2024 highlights

→ Data overview

---

## RGF Staffing the Netherlands

- CEO statement
  - Our business
  - Inspiring stories
  - Local sustainability initiatives
  - Awards, accreditations & partnerships
  - Facts & figures FY2024
- 

## Disclaimer and contact

→ Related links

---



# Management statement



Yvonne Mastenbroek  
Chief Sustainability Officer

Rob Zandbergen  
CEO

FY2024 marked a defining year for RGF Staffing. As the world grapples with accelerating social, environmental, and economic challenges – and a labor market reshaped by technology, demographic shifts, and changing expectations – we launched our renewed sustainability strategy: Creating opportunities for all. This ambition reflects the core of what has always driven our work: unlocking human potential, advancing inclusion, and building a labor market that works for everyone.

The world of work is evolving at unprecedented speed. Advances in digitalization and artificial intelligence (AI) are transforming roles and demanding new skills, while employees increasingly seek flexibility, security, and purpose in their careers. Meanwhile, aging populations and the evolving impact of AI – which may ease but not eliminate talent shortages – call for new ways of connecting people with businesses. At RGF Staffing, we see this transformation not as a challenge, but as an opportunity to reimagine and reinvent how we create lasting impact.

In FY2024, we took significant steps in embedding our sustainability ambition across our brands and operations. We launched initiatives supporting people distanced from the labor market, strengthened our focus on inclusion and belonging, and improved transparency around our sustainability efforts. These actions demonstrate that sustainability is not a separate objective, but integral to how we do business and fulfil our purpose every day.

Looking ahead, we recognize that achieving true impact requires more than ambition. It demands transparency, persistence, accountability, and partnership. That is why we are continuing to invest in better data, stronger collaboration, and meaningful innovation, not only to meet regulatory expectations, but to lead with integrity and purpose.

By creating opportunities for all, together with our employees, clients, and partners, we are helping to shape a future of work that is inclusive, resilient, and sustainable – because we know that work doesn't just fill lives, it transforms and enriches them.



# General information

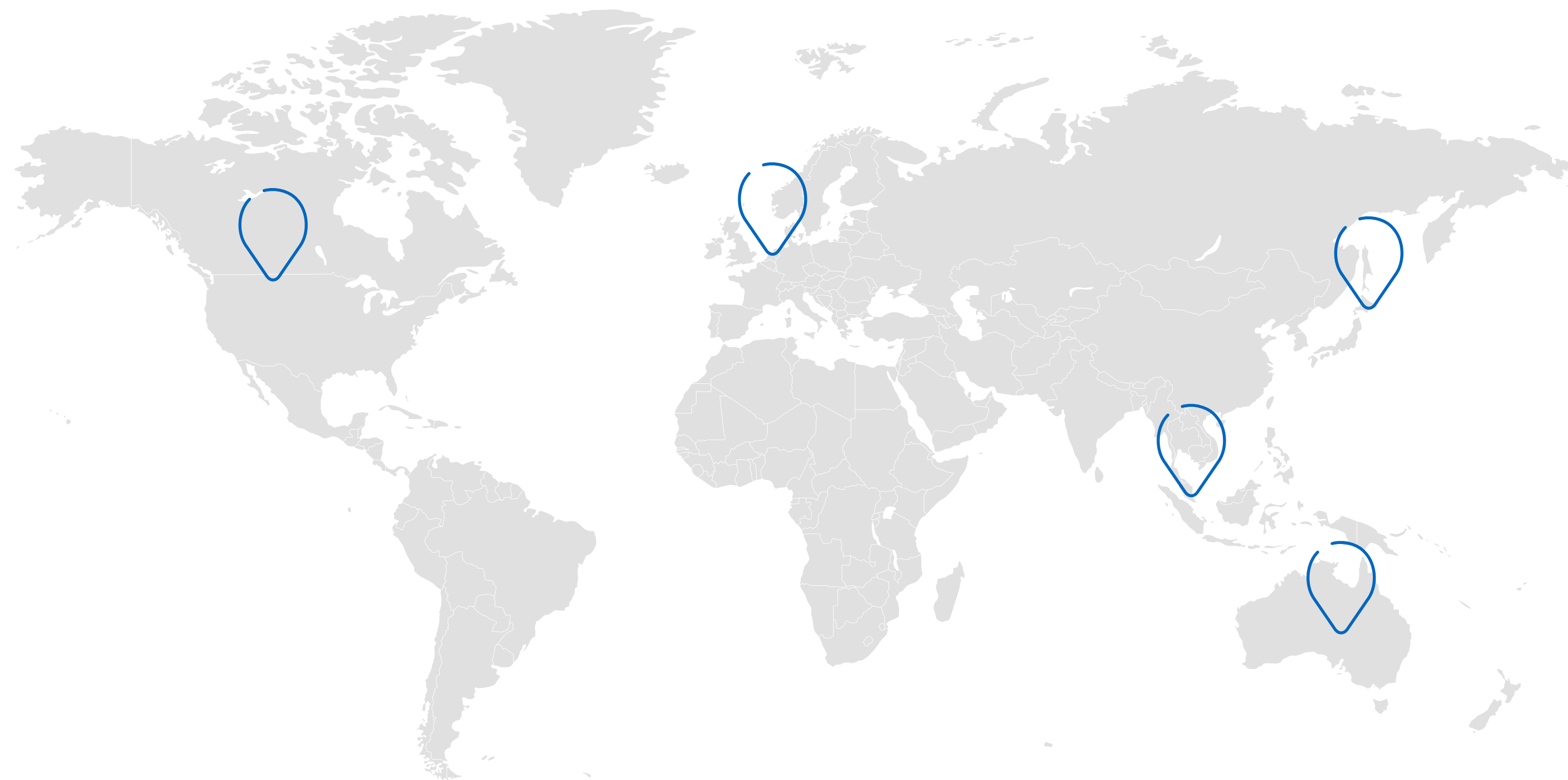
RGF Staffing is a leading worldwide network of HR service providers. The headquarters of RGF Staffing is based in Almere, the Netherlands.



# About RGF Staffing

RGF Staffing is a leading worldwide network of HR service providers and is part of Recruit Holdings, a global company listed in Japan. Recruit Group is a global technology company transforming the world of work through leading brands, including Indeed and Glassdoor. We are working to streamline the hiring process, to make it faster, and empower businesses to work smarter so that everyone can prosper together. Our goal is to deliver long-term sustainable growth and to have a positive social impact.

RGF Staffing includes strong local brands such as Bright Plus, Chandler Macleod, CSI Companies, Peoplebank, Recruit Staffing, Secretary Plus, Solvus, Staffmark, Staff Service, Start People, Unique and USG Professionals. To learn more, visit [rgfstaffing.com](https://rgfstaffing.com) or [recruit-holdings.com/en/](https://recruit-holdings.com/en/). This Sustainability Progress Report covers the activities of RGF Staffing.



## Europe\*



## Japan



## North America



## Australia New Zealand



## Hong Kong Singapore



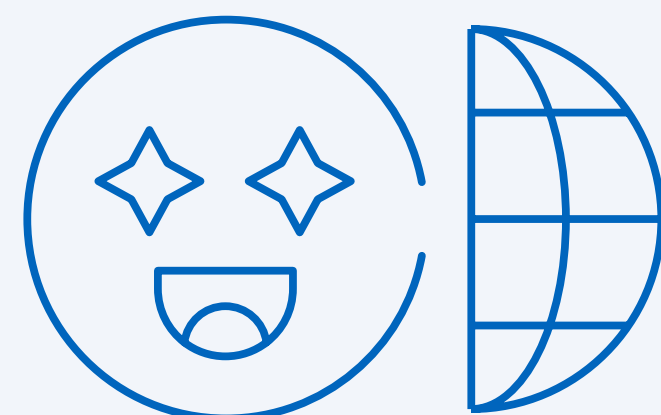
\* RGF Staffing UK operations are not covered in this report. During the preparation of the FY2024 report, the segment was subject to ongoing sales negotiations and had been divested by the time of publication.



# People in the heart of our business

At RGF Staffing, we open doors by connecting people with meaningful work, placing our people at the heart of everything we do. We are also focused on turning responsible business choices into real opportunities for those often left behind. We invest in their safety, wellbeing, and development, and foster a culture of belonging. When our temporary staff join our clients, we strive to ensure that human rights, safe working conditions, and inclusive workplaces remain a shared priority.

## Our values



### Wow the world

What we do is more than a job. We enjoy exploring what is possible for our future. We question the status quo, fail well, and overcome with resilience. We are a force for change.



### Bet on passion

We are a team of people fueled by curiosity. We respect and capitalize on each other's differences. We know that one person's crazy idea, when backed by data and research, can become the best bet.



### Prioritize social value

As global citizens, we strive to contribute to a sustainable society through all of our corporate activities. Each one of us is committed to seeking out the needs of society and taking action for a better future.

## Key figures FY2024



**298,000**  
Temporary staff  
(headcount at year average)



**14,386**  
Corporate employees\*  
(headcount as of March 31, 2025)



**€10.3bn**  
global revenue

\* Corporate employees are individuals who are in an employment relationship with RGF Staffing or their subsidiaries according to national law or practice, working under our supervision and directions, and engaged in our core business activities, functions, or operations. Excluded are Temporary staff who, though employed by us, are deployed to third-party clients through our staffing business. This definition is in line with Recruit Group's internal classification adopted in preparation for upcoming CSRD disclosures. Figures might differ from those currently available on our website or Recruit Holdings' public information, due to differences in reference date or calculation method.



# Governance, stakeholders & materiality

## Governance

Our sustainability governance integrating environmental, social, and governance (ESG) principles into our strategic planning and operational decision-making. Our governance framework ensures clear accountability, with executive-level oversight and close collaboration across key functions and operating companies to monitor progress and manage risks and opportunities.

Sustainability at RGF Staffing is aligned with Recruit Group’s overall strategy and governance and embedded at every level of the organization. At the top, Recruit Group provides strategic direction, guidance and oversight. A Sustainability Committee with external and internal members acts in an advisory role to ensure alignment with external and internal stakeholders.

At RGF Staffing, the Chief Sustainability Officer (CSO) is part of the Executive Management Team (EMT) and is responsible for initiating and implementing all sustainability initiatives and projects. This role is fully aligned with, and closely coordinated alongside, Recruit Group, ensuring consistency across the organization. The CSO is supported by a sustainability team to ensure the coordination of global priorities, setting frameworks, and supporting implementation and execution.

The execution takes place within the operating companies, under direct responsibility and accountability of the local CEO who is supported by a Sustainability Lead and a team and by an RGF Connect Lead. They drive and adopt initiatives in line with country-specific needs and opportunities.

This structure ensures a balance between global alignment and local ownership. Through strong leadership, transparent reporting, and stakeholder engagement, we continue to integrate sustainability into the heart of our organization, enabling responsible growth and supporting the creation of long-term value.

## Stakeholders

Our stakeholders play a vital role in shaping our strategy and driving meaningful progress. From job seekers and employees to clients, suppliers, and community partners, their insights and expectations help us stay grounded, accountable, and responsive. In FY2024, we engaged a diverse group of stakeholders to better understand their priorities. This helped us identify the most material environmental, social, and governance topics for our business and laid the foundation for a more focused and impactful sustainability approach. The insights we gathered formed the backbone of our sustainability strategy, guiding our decisions and our reporting priorities.

## Materiality

In FY2024, we conducted our first materiality assessment, which formed the basis of our renewed sustainability strategy. The materiality assessment identified key topics for our organization, including inclusion and belonging, learning and development, human rights, as well as climate change. By incorporating these topics into our sustainability strategy, we, together with our business partners and suppliers, actively contribute to fostering a more inclusive and sustainable labor market.



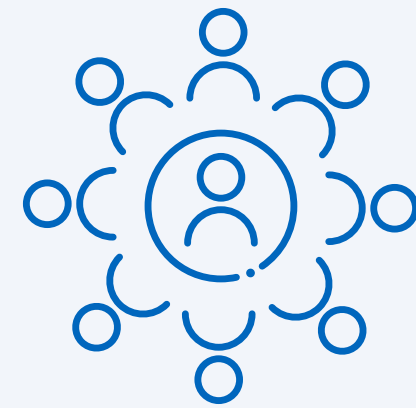


# Our sustainability strategy: Creating opportunities for all (1)

In FY2024, we renewed our sustainability strategy and ensured alignment across the organization. Our sustainability approach is built around three key themes: Connecting People, Environment and Responsible business. Sustainability Leads from each operating company translated the updated strategy into local action plans with clear objectives for 2030. These plans will guide our efforts in the coming years and enable us to deliver measurable progress toward our shared sustainability ambitions.

We are uniquely positioned to make a positive impact on millions of lives. We connect people with opportunities. That's why our goal is to connect 1.5 million people to meaningful work by 2030\*.

(\* baseyear FY2024)



## Connecting people

We create opportunities by helping individuals access meaningful work, with a strong emphasis on inclusion, belonging, and continuous development. As a people focused organization, this lies at the core of our purpose.



## Environment

We take responsibility for minimizing our environmental footprint and contributing to climate resilience. A healthy planet is essential for long-term employability and business continuity.



## Responsible business

We act with integrity, uphold human rights, and promote transparency. Trust and accountability are key to building a future-proof, values-driven organization.





# Our sustainability strategy: Creating opportunities for all (2)

Our sustainability strategy 'Creating opportunities for all' expresses that work is more than just employment; it has the potential to transform lives. As a global HR services provider, we are uniquely positioned to make a positive impact on thousands of lives. A fitting job can provide a livelihood, an opportunity to grow, a way to be part of society. Work gives self-esteem, connection and freedom. That's why we connect people with opportunities. Within the core themes of Connecting people

and Environment, four building blocks have been identified: RGF Connect, Inclusion & Belonging, Learning & Development and Climate. Additionally, the Responsible business theme consists of two pillars – Protect and Report – and includes the building block of Human rights. The building blocks are central to our sustainability strategy, with specific short-term and long-term goals and actions assigned to each. By these goals and actions we want to contribute to a labor market that is fair,

inclusive, and future-ready. Finding and keeping a job is not easy for everyone – and we recognize those challenges. By listening, learning, and staying in dialogue with those who need extra support, we continue to grow in understanding. We embrace a sustainable business model that balances our business and human capital, inclusion, and environmental impact.





# Connecting people

Connecting people is at the heart of everything we do. We create opportunities by linking individuals with work, while prioritizing inclusion, fair pay, and learning and development. Additionally, through our global social program RGF Connect, we especially focus on supporting people who face barriers to the labor market. This helps us build a more inclusive and sustainable future of work.



# RGF Connect

## Why it matters

We believe everyone deserves a fair chance at meaningful work and advocate for an inclusive labor market where all people can participate, regardless of background, ability, or personal circumstances. In 2022 we launched RGF Connect as our global social impact program to remove barriers to employment and build bridges for people who need it most.

Many participants have successfully transitioned into jobs, internships, or further education, demonstrating the program’s impact. Through local initiatives, coaching, training, and tailored support, we help individuals develop work-readiness skills, access job placements, and build confidence and independence – strengthening communities along the way.

## How we made progress in FY2024

In FY2024, RGF Connect strengthened its global presence by appointing a Global Head and dedicated leads in each of our ten operating companies. As we marked the program’s second anniversary, RGF Connect firmly established itself as a catalyst for inclusive employment worldwide.

Now active across Europe, Asia, North America, and Australia, the program is tailored to meet local needs. From supporting the long-term unemployed in the Netherlands to empowering people with disabilities in Japan and coaching women re-entering the workforce in Australia – each initiative is designed to open doors and create lasting impact.

We are embedding RGF Connect at the heart of our business and operations. From talent pipelines to client partnerships: we are transforming it into a core business driver. By scaling inclusive hiring pathways, aligning with government and grant funding, and delivering measurable impact through workforce readiness, RGF Connect is evolving into both a social impact engine and a strategic solution for addressing labor market challenges across our operating companies.

RGF Connect has seen growth through work-readiness training initiatives. We have incorporated our programs within local communities to upskill jobseekers and align talent with evolving client needs.

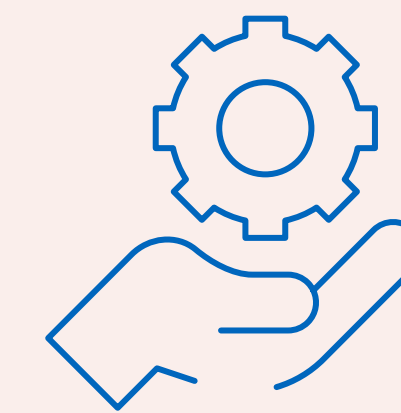
We are now moving from momentum to structure: embedding RGF Connect more deeply across our business and scaling its commercial value. At the same time, we are building a measurable, global model for social impact – one that aligns business and purpose.

→ [www.rgfconnect.com](http://www.rgfconnect.com)

## Our 2030 goal

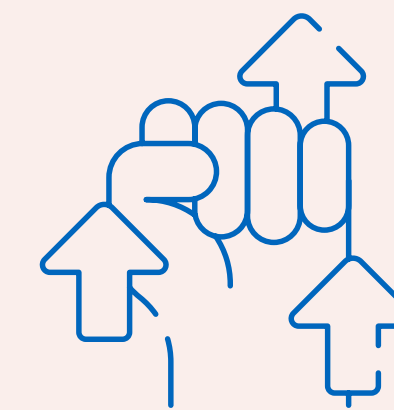
**By 2030, we aim to be a global leader in inclusive employment, offering meaningful, lasting work opportunities to individuals with a distance to the labor market, and embedding this principle across every part of our business.**

## Facts & figures FY2024:



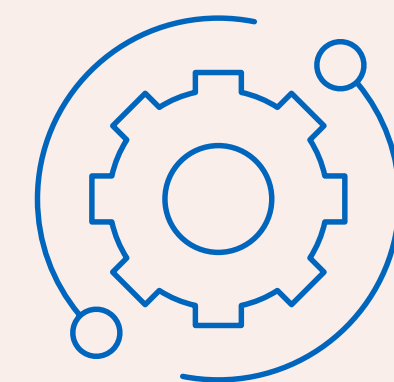
# 56,589

People impacted within RGF Connect communities\*



# 2,977

Participants in workforce readiness programs



# 27

RGF Connect programs globally

\* RGF Connect communities support people who face barriers to employment – including individuals with disabilities, justice-involved individuals, non-citizens, women, seniors, and young adults – through initiatives tailored to local needs. Given our diverse presence across many countries and jurisdictions, data is collected and reported with respect to local regulations, standards, and availability, which may result in varying levels of detail across countries.



## Reconnecting generations through work

In Germany, many retirees are eager to continue contributing their skills and experience, yet often face age-related barriers when re-entering the workforce. Unique Seniors, launched in September 2023 under the RGF Connect program, addresses this challenge by connecting retired professionals with employers who value their reliability, motivation, and deep expertise.

The response has been strong: by FY2024, over 2,300 seniors had applied to the program. Employers benefit from the stability and knowledge this talent pool brings, while also preparing for a future labor market increasingly shaped by demographic change.

Unique Seniors is more than a staffing initiative – it’s a forward-looking solution that empowers experienced workers, challenges bias, and helps businesses build more inclusive, resilient teams.



“Over seven million people in Germany will reach retirement age in the coming years. Sooner or later, companies will have no choice but to hire seniors.”

Tobias Bell, Director RGF Connect Germany



## Opening doors through online work experience

In Japan, students attending special needs schools – institutions designed for young people who require additional support due to physical, emotional, or developmental challenges – often face barriers to employment, especially due to commuting challenges. Recruit Staffing Crafts, part of RGF Connect, launched an online work experience program to address this gap. In FY2024, over 230 students participated in virtual sessions that included job training, workplace etiquette workshops, and discussions with employees who also live with disabilities.

Before the program, only 57% believed they could work in a company. After participating, that number rose to 100% – a powerful sign of growing confidence and ambition. This initiative highlights how digital inclusion can unlock opportunities and pave the way toward a more inclusive future of work.

“I want to live independently, just like everyone else. Being part of this experience helped me see that I can.”

Riku, program participant





# Inclusion & Belonging

## Why it matters

Our organization aims to foster a workplace culture where inclusiveness is the norm, allowing individuals to be themselves, participate, and access opportunities. For this reason, promoting an inclusive culture throughout the organization is a strong focus for us.

Our Inclusion & Belonging approach embeds diversity into workplace practices and processes. To us, inclusion is about creating an environment where all individuals who like to contribute feel welcomed, heard, respected, and valued. Belonging is demonstrated when every person can authentically express themselves and feel integrated within our organizational culture. We have identified key behaviors that help bring these values to life, allowing us to engage in constructive discussions on how these behaviors manifest for each member of our team.

## Our 2030 goal

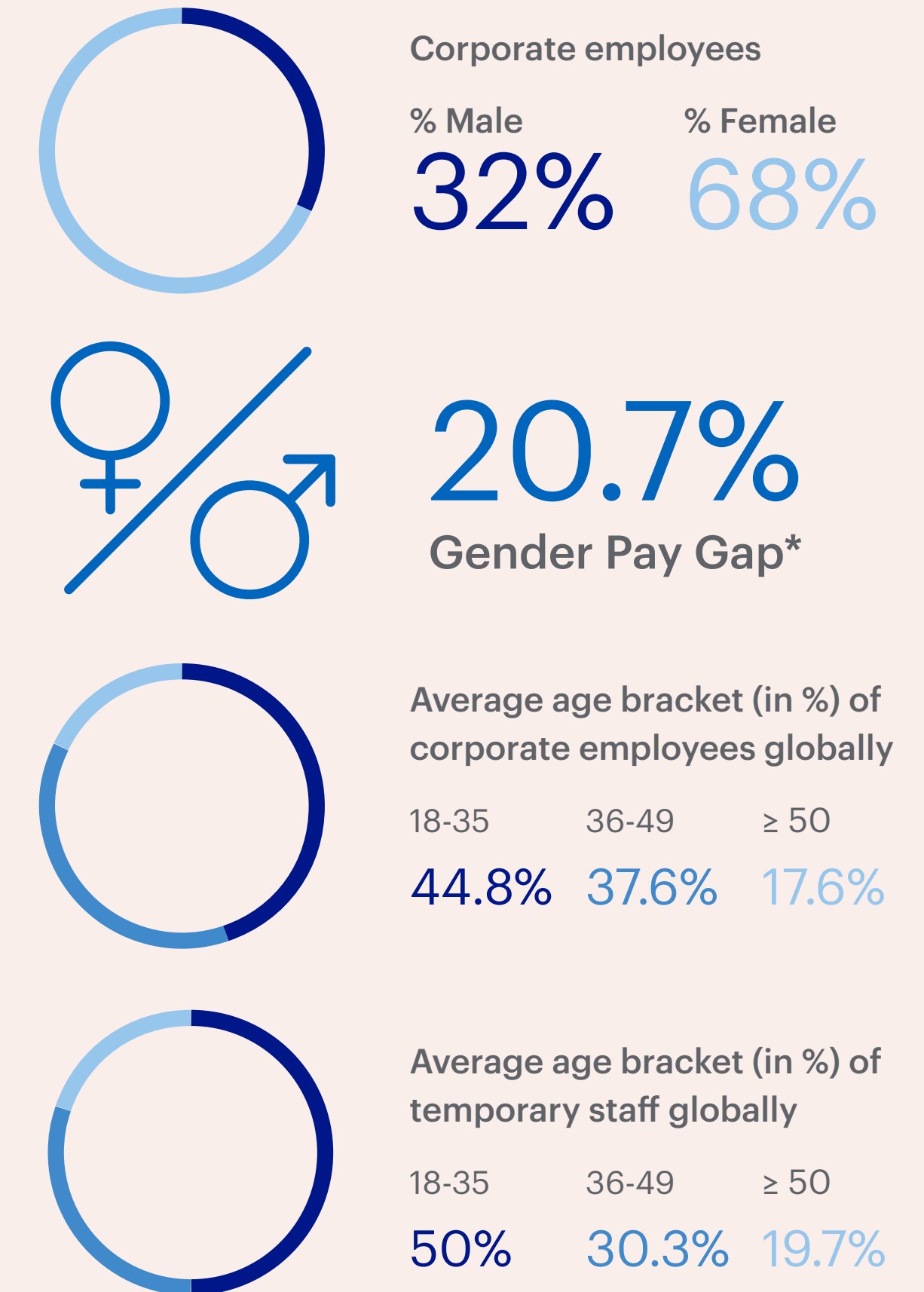
By 2030, we will foster an inclusive culture that empowers all our people, where everyone has a feeling of belonging and is treated with equity.

## How we made progress in FY2024

In FY2024, we continued to foster an inclusive culture by celebrating key moments such as Pride Month and International Women’s Day. To support fair opportunities, we introduced a range of activities including bias-awareness training for hiring managers and updated our policies supporting equal pay and transparent career progression. As part of our efforts to measure and improve, we are launching employee surveys focused on inclusion and belonging, giving every voice a chance to be heard and helping us track progress across the organization.



## Facts & figures FY2024:



\* Percentage gap in pay between female and male employees. It is calculated as follows: Average gross hourly pay of male employees – average gross hourly pay of female employees, divided by average gross hourly pay of male employees X 100.



## Inclusion in action: Staffmark Group's BRG momentum

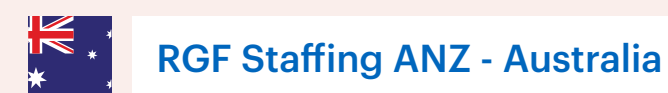


In FY2024, Staffmark Group continued to advance equity and inclusion through its eight employee-led Business Resource Groups (BRGs). These volunteer-driven communities tackled key issues such as: inclusive hiring, LGBTQIA+ visibility, faith awareness and bystander training.

Highlights included introducing chosen-name functionality in recruitment systems, creating faith and cultural guides, and providing resume coaching for women in halfway houses. With over 85 events and 30+ community partnerships, the BRGs are creating meaningful change both inside and outside the company. By empowering employees at every level, the BRGs are reshaping workplace culture and reinforcing the business case for inclusion.

“The BRGs aren’t just groups. They provide community during tough times – and a safe space to be heard, and to listen.”

Nicole Clawson, Service Desk Specialist Staffmark



## Leading the way for women in the workplace

RGF Staffing ANZ has been recognized as one of WORK180's Top 101 Employers for Women in Australia, a distinction achieved by just 2% of over 5,000 companies. This recognition reflects our ongoing efforts to create an inclusive workplace for women and marginalized groups through progressive initiatives and policies.

In under a year, our endorsement score rose from 48% to 56%, showing measurable progress in advancing gender equality and raising our profile as a female-friendly employer. This milestone energizes our efforts to champion inclusion and ensure women continue to thrive at RGF Staffing ANZ.



“For your company to be in the top 2% of over 5,000 workplaces listed and ranked on the WORK180 platform is an incredible achievement that underscores your commitment to progress. You’re leading the way.”

WORK180



# Learning & Development

## Why it matters

We are dedicated to building a culture of continuous learning that supports skill development, career growth, and meets the evolving needs of our people and our business. In a fast-changing world shaped by technology and transformation, learning is key to our employees staying relevant and empowered. An important factor is that our approach to Learning & Development (L&D) is closely aligned with our sustainability ambitions, ensuring that growth is inclusive, accessible, and contributes to equal opportunities and sustainable employment for all.

## How we will move forward

In FY2024, we laid the foundation for a globally aligned approach to Learning & Development by working closely with our operating companies to co-create local L&D plans. This foundation sets the stage for the next phase: developing a comprehensive training roadmap that includes mandatory topics such as human rights and environmental stewardship – strengthening the link between learning, inclusion, and sustainability.

To accelerate progress, we ensure that all managers, at both headquarters and operating companies, are trained to lead meaningful development conversations. It is our goal that our employees have such a meaningful conversation at least once a year. This will help embed a culture where employee growth is supported at every level. We are working with our operating companies to roll out tailored training programs that reflect local needs and priorities while advancing our global objectives.



### Our 2030 goal

By 2030, we aim to create a culture of learning that enhances skill development, encourages career growth, and meets the evolving needs of our people and business.

### Facts & figures FY2024:



# 4,387,223\*

Total spending on employee development (Corporate employees only)



# 156,433

Total time invested in employee development (In hours and for corporate employees only)

\* The Learning & Development spend includes data from 90% of our operating companies. We aim to include data of all our operating companies in future reports once available.



## Building skills, securing futures

At Start People, part of RGF Staffing the Netherlands, investing in the sustainable employability of temporary staff is more than the right thing to do – it delivers results. In partnership with client DOC Kaas, a Dutch cheese producer, Start People runs tailored work-based learning programs. These programs allow temporary staff to earn vocational qualifications in the Netherlands – while gaining hands-on work experience. Largely funded through public funds, these programs boost retention, motivation, and long-term prospects for both temporary staff and employers.

As the number of students in work-based learning programs continues to decline across the Netherlands – a concerning trend in a labor market reliant on skilled professionals – Start People is helping reverse this trend by creating learning opportunities for individuals who often lack access to traditional training.



The DOC Kaas program is fully customized to meet both client needs and the individual situations of temporary staff. As a result, participants are more engaged, absenteeism is lower, and every graduate has transitioned into a permanent role – offering job security, career development, and social stability. This program proves that investing in temporary staff training doesn't just fill vacancies – it unlocks talent, strengthens businesses, and supports a future-ready economy.

**“Investing in the development of temporary staff results in sustainable placements.”**

**Demelza Baars, L&D Training Advisor Flex Start People**



## Growing talent, growing impact

At Peoplebank & Chandler Macleod Hong Kong, a part of RGF Staffing HKSG, we recognize that sustainability starts with investing in future leaders. Many young individuals face systemic challenges in entering the workforce. Ethnic minority youth often encounter cultural and linguistic hurdles, while neurodivergent job seekers face challenges with traditional hiring processes.

Our programs are designed to break down these barriers of youngsters through personalized career coaching, interview preparation and workplace integration support, ensuring underrepresented individuals gain not only the skills they need, but the confidence to succeed.

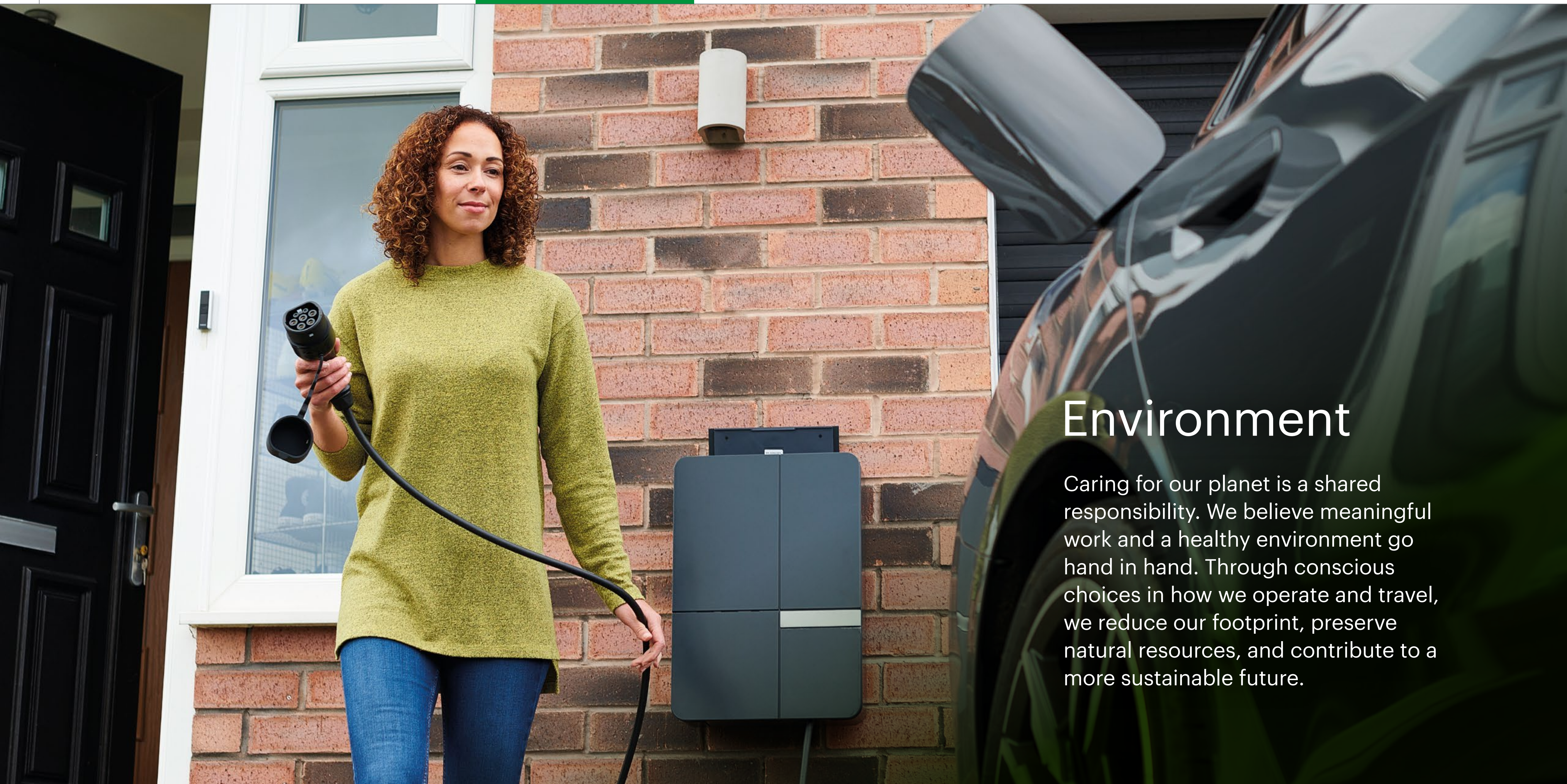


Through L&D programs we've engaged with hundreds of students and youths through strategic partnerships with local non-profit organizations such as TREATS and Time Auction, in which we create pathways and coaching for youth from all backgrounds to succeed in the workforce. In FY2024 we took part in the 'Inter-Company Volunteer Week' organized by Time Auction. We hosted a mentorship session with Annie Cheung, our CEO, underscoring our commitment to sharing expertise and leadership with the next generation.

In collaboration with organizations such as the Jane Goodall Institute, we equip young talent with the knowledge and tools to build careers in sustainable impact. Through interactive workshops and mentorship, we help cultivate drive for socially conscious work and empower the next generation to shape a future built on purpose and responsibility.

**“True sustainability means investing in people, especially those whose potential is often overlooked.”**

**Annie Cheung, CEO RGF Staffing HKSG**



# Environment

Caring for our planet is a shared responsibility. We believe meaningful work and a healthy environment go hand in hand. Through conscious choices in how we operate and travel, we reduce our footprint, preserve natural resources, and contribute to a more sustainable future.



# Climate

## Why it matters

We take responsibility for our environmental impact – not only because it’s the right thing to do, but also because a healthy planet is essential for the future of work and society. We take action to limit the negative effects of our operations on the climate and natural resources. Through more sustainable choices in how we operate, travel, and procure, we actively reduce our environmental footprint. Our goal is to become carbon-neutral by 2030, and we are making measurable progress each year.

We also recognize our role in driving positive change across our offices, supply chains, and industry. We collaborate with our corporate and temporary staff, clients, suppliers, and partners, and we invite external experts to assess our performance. This helps us stay transparent, identify areas for improvement, and continuously raise the bar on environmental responsibility.

Recruit Holdings, the parent company of RGF Staffing, has set a target to achieve carbon neutrality by 2030 – across both its global operations and value chain. Recruit Holdings is CDP Climate Change A List and A listed also for Supplier Engagement Rating (SER).

The 2030 short-term target is defined by the Science Based Targets initiative (SBTi) and established in line with the science-based GHG emission reduction levels required to limit global warming to 1.5°C above pre-industrial levels. The target aims to reduce GHG emissions by 46.2% by FY2030 (base year: FY2019) for Scope 1+2, and to reduce GHG emissions by 30% by FY2030 (base year: FY2019).

This ambition is in line with international best practices and is verified through its membership and disclosure with: SBTi (Science Based Targets initiative), CDP (formerly Carbon Disclosure Project) and TCFD (Task Force on Climate-related Financial Disclosures).



Our group publishes an annual [Sustainability Databook](#), providing detailed insights into our emissions performance, progress on reduction efforts, and climate-related financial risks and opportunities.

## How we made progress in FY2024

In FY2024, we focused on gaining deeper insight into our emissions footprint. This included expanding reporting coverage, conducting checkups and increasing primary data collection across all categories to improve data accuracy and completeness.

Carbon emissions data for FY2024 are currently under verification and will be published in the next reporting cycle.

## Our 2030 goal

**By 2030, we will have achieved carbon neutrality.**

## Our group progress to achieve carbon neutrality

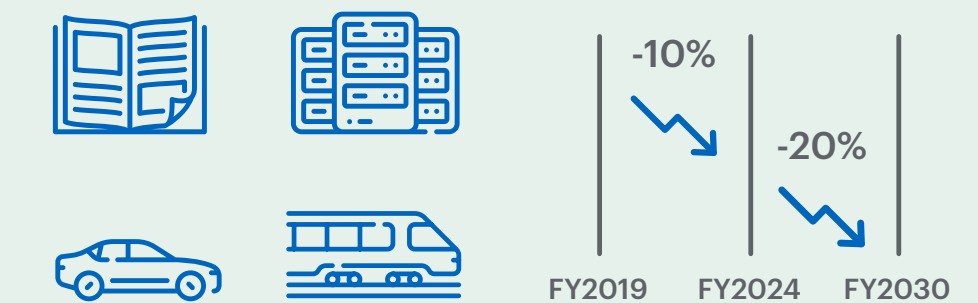
986K **2019** → **Carbon Neutral 2030**

To accelerate our efforts to achieve carbon neutrality across our entire value chain, we set a three-year reduction target, with a particular focus on reducing Scope 3 emissions. Scope 3 accounts for more than 95% of our GHG emissions, so we are continuing to work with partners in our value chain to refine the measurement of GHG emissions and discuss reduction plans\*.

### Scopes 1+2\*\*



### Scope 3



\* The Scope 1, 2 and 3 greenhouse gas (GHG) emissions overview is excerpted from [Recruit Group Profile 2024: Inside Out](#). The figures represent group-wide emissions for Recruit Holdings Co., Ltd. (RHC), including Staffing SBU, HR technology SBU and Marketing Matching Technologies SBU. Scope 1 refers to direct emissions from fuel use in owned or controlled sources, Scope 2 to indirect emissions from purchased electricity, heat, and steam, and Scope 3 to all other indirect emissions from the value chain. These figures reflect RHC’s reduction trajectory and not RGF Staffing’s standalone footprint. RGF Staffing plans to begin disclosing its own Scope 1, 2, and 3 emissions in the near future.

\*\* This graph is a general representation of the reduction target. The real reduction target over the period FY2019 - FY2030 per SBTi is 46.2% for scope 1&2.



## Mobility Forward: driving change, one kilometer at a time

RGF Staffing Belgium recognizes that sustainability begins with everyday choices, including mobility. With one of Belgium’s largest corporate car fleets (1,965 vehicles at the outset), the organization identified a major opportunity to reduce its environmental footprint.

Mobility Forward is a strategic program designed to fully transition the fleet to electric vehicles (EVs) by 2030 and promote greener, smarter travel options. Beyond updating the fleet, the program represents a broader shift in mindset. Flexible solutions like Fleet Flex, Fleet Family, and the Mobility Budget empower employees to choose the mobility options that best suit them – from EVs and e-bikes to public transport.

By 2025, over 250 vehicles will be replaced with EVs or other low-emission alternatives. The program’s long-term goal is to reduce Scope 1 emissions by saving over two million liters of fuel (vs. FY2019). This initiative demonstrates that, even in a service-driven industry, strategic mobility choices can deliver tangible environmental benefits – supporting both business resilience and broader climate goals.



**“eMobility is the new normal – and sustainability is not a burden, but an opportunity to innovate, improve wellbeing, and future proof the business.”**

**Michel Van Dongen, Program Lead RGF Staffing Belgium**



## Refining our footprint: smarter data, lower emissions



Staff Service Group has strengthened its approach to greenhouse gas (GHG) reduction by focusing on more accurate and inclusive data collection. In FY2024, the company conducted a comprehensive review of emissions across all scopes, using digital tools to identify improvement opportunities.

For Scope 1 and Scope 2 emissions, electricity usage was analyzed and a transition plan to renewable energy was developed to guide future reductions. For Scope 3 emissions, supplier engagement led to a reduction up to approximately 20% compared to figures before incorporating suppliers' actual data. The team also mapped commuting emissions data for both corporate employees and temporary staff with support from Crowdwork team members with disabilities – ensuring the process was both precise and inclusive.

Partnerships with railway companies helped refine emission factors, leading us to reduce the estimated emissions for both temporary staff and permanent employees by up to approximately 45% each.



# Responsible business

Responsibility is more than just words – it's the foundation of how we work every day. We hold ourselves to high standards in human rights, ethics, governance, and compliance to protect our people, build trust and deliver meaningful impact. Sustainability is measurable and we strive to track our progress, reporting transparently, and continuously learning to meet evolving expectations. Together, we turn responsibility into action and results.





# Protect & Report

## Why it matters

Trust and transparency are essential to long-term success. At RGF Staffing, responsible business means more than connecting people with work – it means protecting people and the planet, upholding ethical standards, and being transparent about our progress.

Under our ‘Protect pillar’, we embed human rights, governance, and regulatory compliance throughout our operations. We hold ourselves and our partners to the same high standards, ensuring safe and fair practices throughout our value chain.

The ‘Report pillar’ makes our progress measurable and visible. By improving our data quality, strengthening processes, and participating in external assessments, we track our goals, identify areas for improvement, and share results transparently and with clarity. This approach to credible reporting is key to building the trust that underpins everything we do.

## Our 2030 goal

By 2030, we comply with industry standards by advancing carbon neutrality, protecting human rights, and upholding transparency and accountability across our global operations.

## How we made progress in FY2024

In FY2024, we strengthened governance and transparency across our operations, we:

- Prepared systems for CSRD reporting and executed a double materiality assessment, GHG integration, and data validation (at Recruit Holdings level).
- Completed EcoVadis assessments to benchmark sustainability performance.
- Renewed our employee Code of Conduct, reinforcing our shared values and guiding principles for ethical behavior across the organization.
- Achieved ISO 27001 certification in 4 out of 10 operating companies, as part of our three-year plan to have all ten certified by 2026, reinforcing our commitment to robust information security and compliance.
- Developed a global Supplier Code of Conduct aligned with human rights and environmental standards.
- Rolled out training programs on sustainability reporting, EcoVadis, and CSRD requirements.

Going forward, we will monitor compliance with the updated Supplier Code of Conduct, maintain or improve our EcoVadis scores, and engage suppliers based on sustainability risk profiles.

## Facts & figures FY2024:

### ISO 14001 certification

4 out of 10 operating companies

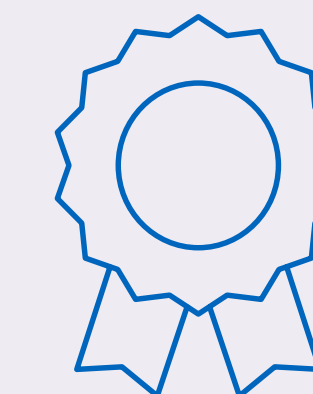
### ISO 27001 certification

4 out of 10 operating companies

### Assessed by EcoVadis

9 out of 10 operating companies

### EcoVadis Scoring



1 X Platinum  
3 X Gold  
5 X Silver



## Your data, our responsibility: ISO 27001 certification

In the staffing industry, trust and privacy are essential. RGF Staffing Belgium handles large volumes of sensitive personal data – from candidate profiles and job seeker histories to client information and internal records. Protecting this data is central to how the company operates.

To reinforce this priority, RGF Staffing Belgium achieved ISO 27001 certification, the internationally recognized standard for information security management. This certification confirms that robust processes are in place to safeguard data across all systems and teams, including IT, HR, operations and client services.

But this approach goes beyond technology and compliance. It reflects a company-wide culture of digital responsibility, ensuring that employees are properly trained, risks are regularly assessed, and governance frameworks are fully aligned. By taking this proactive stance, RGF Staffing Belgium strengthens its focus to transparency and builds long term trust with temporary staff, clients, and partners.



## Training all employees in life-saving actions

With thousands of temporary staff across France, Start People France carries a clear responsibility to protect them. To address this, the company launched a nationwide first-aid training program, equipping all corporate employees with essential life saving skills.

Between FY2022 and FY2024, 100% of corporate employees were trained in person by certified firefighters in life-saving skills. This training prepares them to respond to cardiac arrest, workplace incidents, or other emergencies – whether in the office, at client sites, or in their daily lives.

With only 23% of French citizens trained in first aid, this initiative stands out, particularly in the service sector where such programs remain rare. Beyond technical skills, the program fosters a culture of safety and care that extends to the thousands of temporary staff supported by Start People France.



“In temporary work, safety is never someone else’s job. By training our corporate employees to respond in critical moments, we help protect lives – both within our company and across every workplace we touch.”

Quentin Riobé, Start People France



# Human rights

## Why it matters

Human rights are more than a compliance obligation; they are at the core of RGF Staffing’s values and form the foundation of responsible employment. An integral part of our missions is protecting the rights and dignity of every person connected to our business, including corporate employees and temporary staff, job seekers, clients, suppliers and partners. Our responsibility is anchored in international standards, such as the UN Guiding Principles on Business and Human Rights (UNGPs), the International Bill of Human Rights, and the ILO Declaration on Fundamental Principles and Rights at Work. These frameworks guide our efforts to ensure fair, safe, and inclusive working conditions across our operations and throughout our value chain.

## How we made progress in FY2024

RGF Staffing continues to uphold the principles outlined in its [Human Rights Policy](#), ensuring fair, safe, and respectful working conditions for corporate employees and temporary staff across all operating companies. Each brand actively monitors and improves its practices to align with international standards such as the UN Guiding Principles.

While our global approach provides a shared foundation, each operating company adapts its processes to local legislation and evolving needs, addressing risks and strengthening grievance mechanisms where required. We are also closely monitoring developments in upcoming EU legislation relevant to our business, including the Corporate Sustainability Due Diligence Directive (CSDDD), and will adjust our approach once requirements are finalized.



### Our 2030 goal

By 2030, RGF Staffing aims to set a high standard in ethical staffing and responsible business, fully embedding the UNGPs across all global operations.



● Staff Service Group - Japan

## Human rights at the heart of our work

Staff Service Group is promoting initiatives for the respect of human rights.

In FY2024, this focus was deepened through the launch of two new training programs for corporate employees: “What Are Human Rights?” and “Reasonable Accommodation for Persons with Disabilities”. Together, these programs reached over 93% of the workforce, deepening understanding of how human rights principles apply to everyday business operations.

A Customer Harassment Policy was also introduced, providing clear internal and external guidance. The policy ensures that everyone – whether corporate employee or temporary staff – is treated with respect in every interaction.

By embedding human rights into daily practices, Staff Service Group is fostering a culture of care and accountability – one that benefits employees, clients, and the wider society.



 CSI Companies - USA

## Building trust through transparent grievance handling

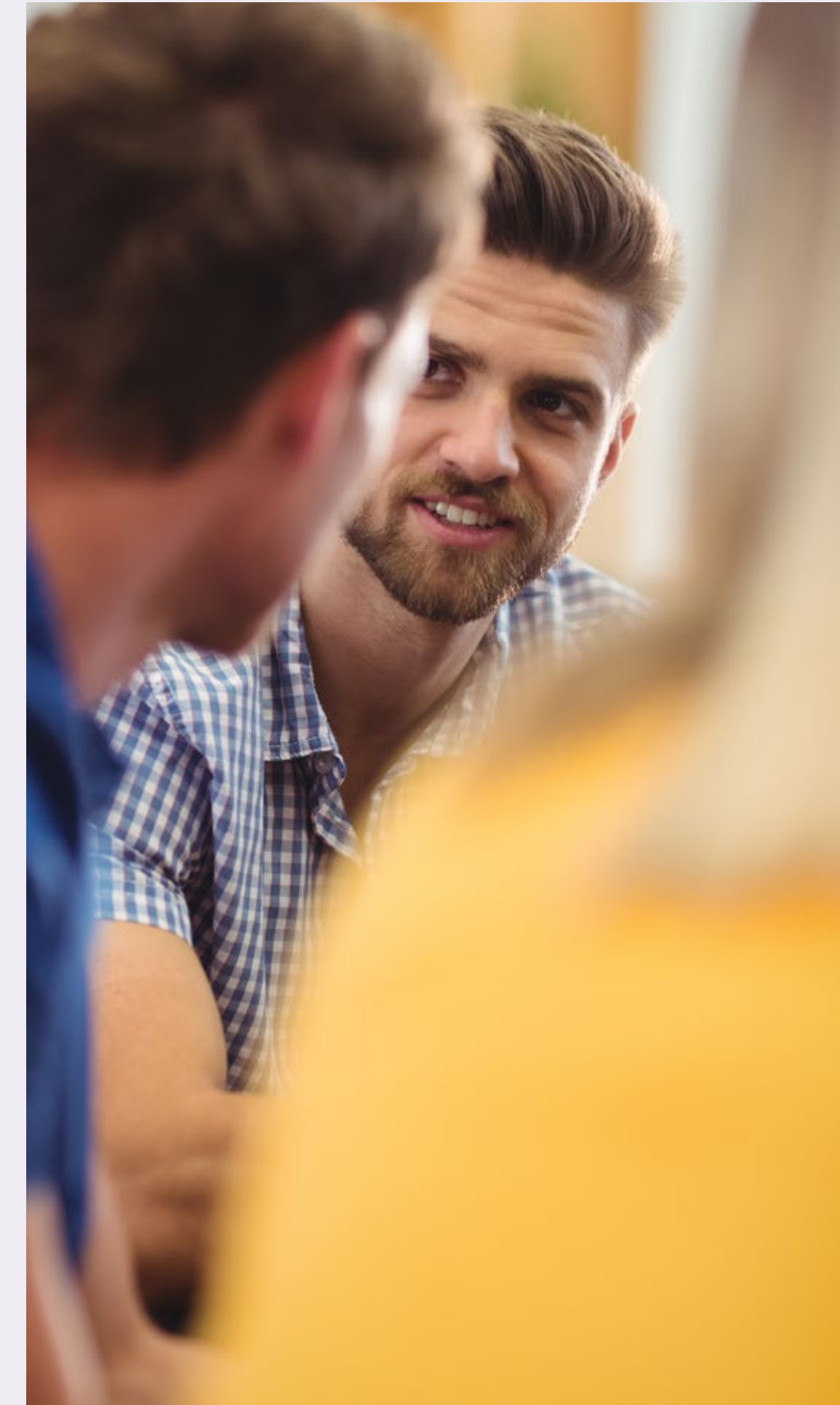
Protecting the rights and wellbeing of employees is central to CSI’s business. Recognizing that fear of retaliation can often prevent individuals from raising concerns, the company took deliberate steps to create a safer and more transparent environment for reporting grievances.

Listening channels revealed that many temporary staff – we call them consultants – were hesitant to speak up. In response, the HR team introduced a zero retaliation policy and implemented accessible, confidential reporting mechanisms.

At the same time, on site leaders were trained to handle and escalate employment related issues in a fair and supportive manner.

These efforts have delivered measurable results: over a three year period, the number of grievances filed dropped by 43%, indicating stronger trust, faster resolution, and improved collaboration between HR and local leadership. Employees now feel more supported, and leaders are better equipped to address concerns proactively.

This initiative reflects CSI’s dedication to human rights and responsible staffing – ensuring every voice is heard, respected, and protected.





# FY2024 highlights

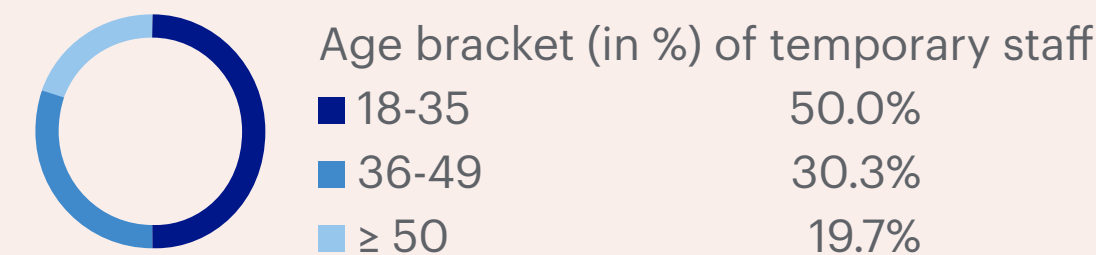
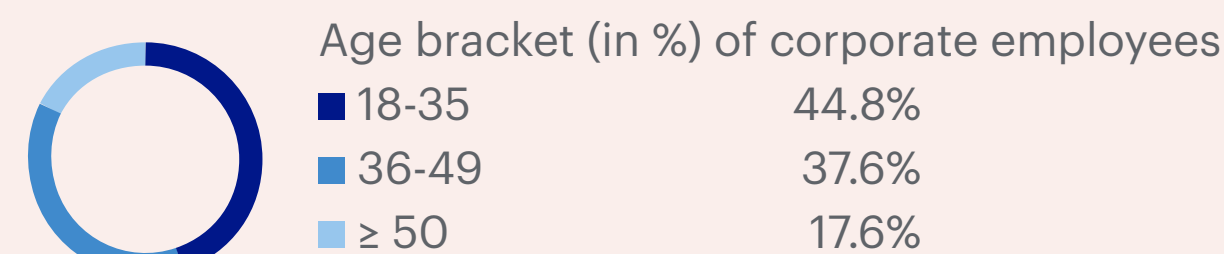
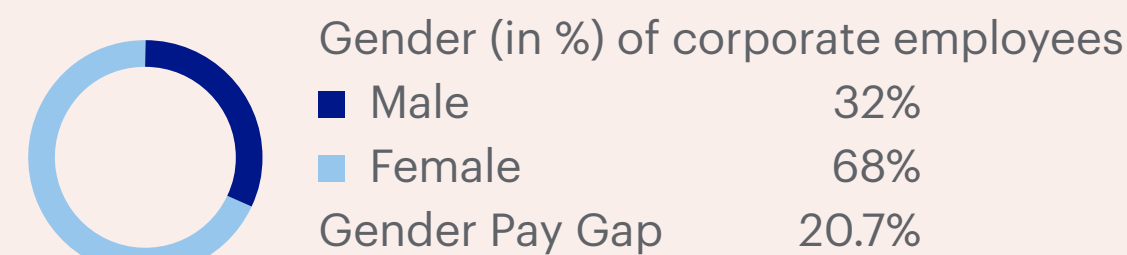
## Connecting people

### Our people

**14,386** Number of corporate employees worldwide

**10.2%** Voluntary turnover rate corporate employees (Excluding fixed-term contracts)

**65%** Employee engagement score (Weighed average)



## Learning & Development

**€4,387,223\*** Total spending on employee development (Corporate employees only)

**156,433** Total time invested in employee development (In hours & for corporate employees only)

\* The Learning & Development spend includes data from 90% of our operating companies. We aim to include data of all our operating companies in future reports once available.

### RGF Connect

**56,589** People impacted within RGF Connect communities

**2,977** Participants in workforce readiness programs

**27** Programs

## Environment

### Climate

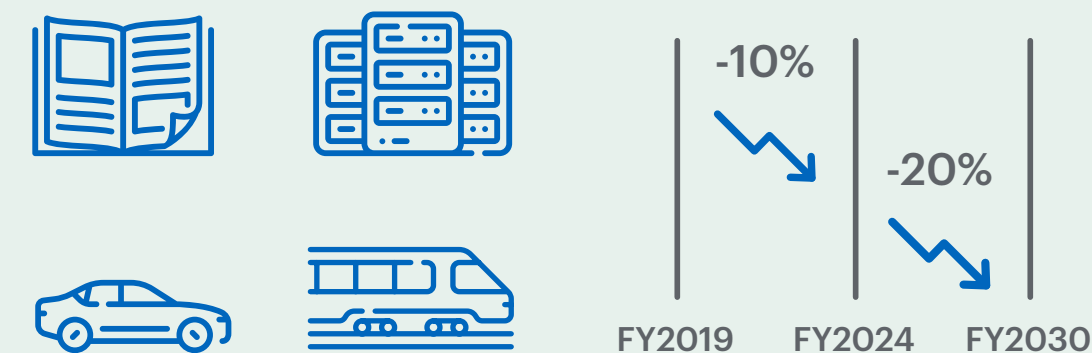
Our group progress to achieve carbon neutrality

**986K** → **Carbon Neutral 2030**  
2019

### Scopes 1+2



### Scope 3



## Responsible business

ISO 14001 certification

**4** out of 10 operating companies

ISO 27001 certification

**4** out of 10 operating companies

Assessed by EcoVadis

**9** out of 10 operating companies

EcoVadis scoring

**1 X Platinum**  
**3 X Gold**  
**5 X Silver**



# RGF Staffing the Netherlands

## Sustainability Progress Report FY 2024

- CEO Statement
- Our Activities
- Inspiring Stories
- Local Sustainability Initiatives
- Awards, Accreditations & Partnerships
- Facts & Figures FY 2024





# CEO Statement



Maximilian Krijgsman  
Chief Executive Officer



In 2024, RGF Staffing the Netherlands further strengthened its role as a driving force behind an inclusive, sustainable, and future-ready labor market. We translated and implemented our global sustainability strategy ‘Creating Opportunities for All’ in a way that reflects the Dutch context and our local ambitions. We believe in a world of work that helps people move forward: sustainable, inclusive, and fair. Corporate social responsibility is more than a policy to us. It is a conviction that guides whom we give opportunities to, how we collaborate, and the impact we create. In this way, we build strong organizations and a labor market with a future for everyone.

Through our local brand strategy, Horizon, we give each brand the freedom to grow from its own identity. This allows us to serve diverse industries, job groups, and audiences. Such diversity makes us stronger and enables each brand to create sustainable impact in its own way.

Together with our brands, partners, and colleagues, we have supported and guided thousands of people with limited access to the labor market toward meaningful employment. At the same time, we have invested heavily in the development of our own employees —or example, through the NONONS Leadership Program and various role-specific training and learning pathways — equipping our teams with the skills needed in a rapidly changing labor market.

We believe that everyone who wants to work deserves a fair chance. That is why we actively collaborate with organizations such as the Start Foundation (Open Hiring) and with municipalities and the UWV through our RGF Connect – GOALS program, removing barriers and offering new perspectives. The PSO Step 3 | 30+ certification for USG Restart demonstrates that social enterprise lies at the very core of our organization.

We have also taken important steps to reduce our CO<sub>2</sub> emissions: by working smarter, using our offices more efficiently, and making more sustainable choices. We move toward our goal of becoming carbon-neutral by 2030.

We also launched new initiatives to strengthen diversity, inclusion, and equality, such as establishing our Pride Community, which promotes visibility, safety, and equality for our LGBTQIA+ colleagues.

Our ambition for the future is clear: to combine growth with social value. By embedding inclusion, sustainability, and climate awareness in everything we do, we help build a labor market that works for everyone. Together, we will continue to create opportunities, remove barriers, and make lasting impact.



# Our activities

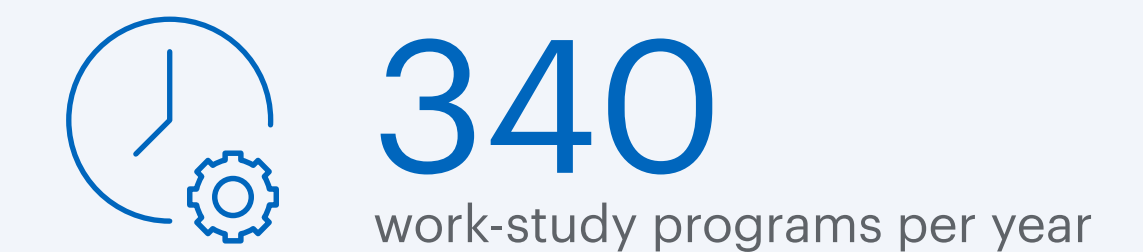
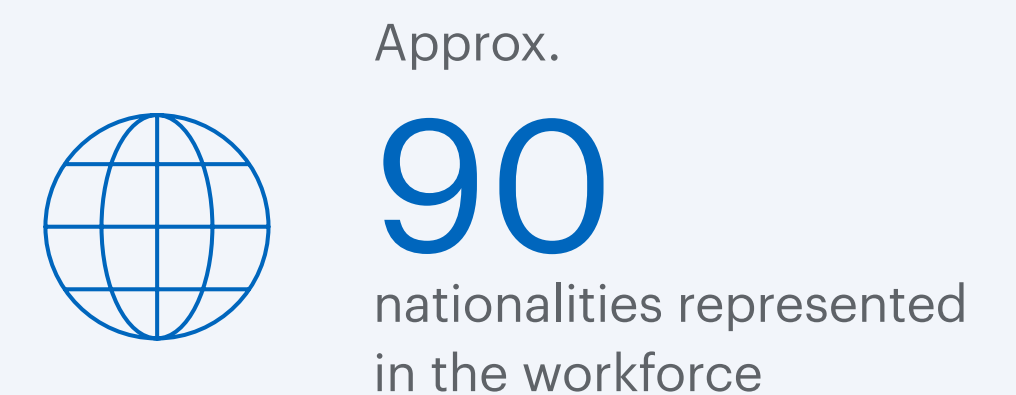
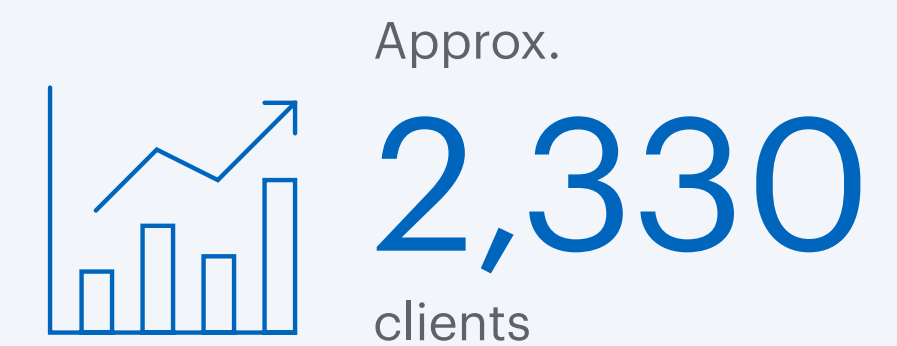
RGF Staffing the Netherlands is an organization of leading HR brands that connects thousands of people and businesses every day. From our offices across the country, we provide customized solutions: ranging from the large-scale deployment of flexible employees to the specialized recruitment, selection, and secondment of professionals.

Our activities are carried out through the brands Start People, Unique, Secretary Plus, ASA Talent, Technicum, Technicum Engineering, USG Restart, Medi Interim, Easyway, Younited, and USG Professionals. Each brand has its own field of expertise: from specialized placement in healthcare and technology, to connecting students, starters, and professionals; from offering a platform for self-employed workers, to assigning freelancers to client projects; and from reintegration guidance to professional secondment.

This diversity of brands makes us strong and enables us to deliver solutions that perfectly meet the needs of our clients and candidates. Our employees know the local labor market and ensure speed, quality, and personal attention. Every year, we guide tens of thousands of candidates into work and support thousands of clients with sustainable workforce solutions. Equal opportunity, diversity, and inclusion are always central, demonstrated by the fact that all our employees are required to complete training on our Code of Conduct and Human Rights. This commitment promotes inclusion and helps prevent discrimination. Through this family of brands, we contribute to our mission of creating opportunities for everyone.



## Key Figures





# Inspiring stories

## RGF Connect – GOALS: From the couch to new life plans

RGF Connect is our global social program that supports people who experience barriers to the labor market. It focuses on equal opportunities, fair access, and empowerment for everyone. To offer perspective to young people who increasingly find themselves at home without work or education, our Dutch brand USG Restart developed the GOALS program. GOALS helps young people discover their talents and take concrete steps toward work or education.

The program combines sports, inspiring guest lectures, workshops, and personal coaching. For ten weeks, participants work together in groups on their personal development, followed by six weeks of one-on-one coaching. So far, 30 young people have successfully completed the program. Each received a certificate and presented a personal goal for the future: ranging from starting an education to finding a job. A key success factor is the close collaboration between USG Restart, municipalities, UWV, and youth organizations. Municipalities view the approach as a best practice for effective public-private cooperation.

Young people were also actively involved in designing the program. “We thought gift cards would motivate them, but what young people really want is attention and perspective.” — Demelza Bik, Project Lead

The social value is significant: participants feel stronger, gain more self-confidence, and build new social connections. As one participant put it: “For the first time in a long while, I’m connecting with people my own age again.” RGF Connect – GOALS shows that through collaboration and genuine attention, young people can regain control of their future.

“At RGF Connect – GOALS, it’s about what motivates young people themselves.”

**Demelza Bik, Project Lead**

[→ Learn more](#)

### Results:

- All 30 participants successfully completed the program.
- 100% of participants presented a personal, future-oriented goal.
- Participants reported greater confidence, stronger social connections, and renewed perspective.





## Opening doors with Open Hiring: Opportunities for motivated people and employers



At Start People, part of RGF Staffing the Netherlands, we believe that everyone with the motivation to work deserves a place in the labor market. That’s why, since 2024, we have been fully committed to Open Hiring: an approach that allows candidates to start work without a résumé or job interview. What matters is motivation, not background, education, or work experience.

The results speak for themselves. Thanks to Open Hiring, dozens of people have already started jobs in the logistics and production sectors at companies that consciously choose an inclusive recruitment strategy. This approach opens access to new talent and increases the social impact of organizations.

For many employers, Open Hiring is the first step toward a new way of looking at work and skills. By focusing less on diplomas and more on potential and learnability, they create space for long-term employability and growth. We guide this transition, from recruitment to the workplace, with a tailored approach that ensures the right match between candidate, role, and employer.

[→ Learn more](#)

“Open Hiring fits perfectly with a labor market in motion: it lowers barriers, expands employers’ reach, and offers perspective to motivated jobseekers who might otherwise be overlooked.”

**Ingeborg Hofman, National Operations Manager, Start People**

### Results

- **56 candidates started work without a résumé or interview.**
- **The inclusive recruitment strategy attracted over 10% more applicants.**
- **Lower turnover and more stable operations for participating employers.**



# Local sustainability initiatives

## Sustainability in our HR Policy – Vitality and well-being

At RGF Staffing we believe sustainability is not only about the world around us but also about the way we treat our own people. That is why sustainable employability is central to our HR policy. We give our colleagues tools that help them make healthy choices in lifestyle, vitality, and personal development so they can continue to work in good health, with energy and enjoyment. Now and in the future.

A key element is our series of thematic Vitality Weeks, held three times a year. During these weeks we focus on topics such as women’s health, mental health, and general vitality. For example, we participate in the National Vitality Week, which highlights themes like personal leadership, relaxation and lifestyle, resilience, psychological safety, and the power of purpose.

Through these initiatives, we not only provide employees with practical knowledge and inspiration but also help them make sustainable choices for their health and well-being. Step by step, we are building an organization where vitality, resilience, and job satisfaction are embedded in our sustainability strategy.

## Building an inclusive workplace together – The Pride Community of RGF Staffing

At RGF Staffing the Netherlands, we consider it essential that everyone feels welcome, safe, and seen in the workplace. Building a diverse and inclusive organization begins with people rather than policy. That is why, in early 2024, we proudly founded our own Pride Community: a network of colleagues committed to visibility, safety, and equality for the queer community across all our brands.

The launch of the Pride Community marks an important step within our broader DEIB strategy (Diversity, Equity, Inclusion & Belonging). The network plays an active role in creating a workplace where everyone can be themselves, regardless of sexual orientation, gender identity, or expression. It contributes to psychological safety, advances inclusive employment practices, and leads visible, community-building initiatives around Pride Month and other key moments.

The community is open to everyone — both colleagues from the queer community and allies — all warmly welcome to help build it. Because true inclusion isn’t achieved alone; it’s something we do together. While we are proud of the progress we have made so far, we also recognize that this is only the beginning.



## USG Professionals – Sustainable year-end gift (Trees for All)

In 2024, USG Professionals offered its business relations a symbolic and sustainable gift: a tree in their name through the Trees for All foundation. With a donation of 527 trees, planted in the Netherlands and abroad, we contribute to climate improvement, biodiversity, and healthy living conditions. By giving each partner a certificate, we made our shared impact visible, a gesture met with great enthusiasm.



# Awards, accreditations & partnerships

## Prestatieladder Sociaal Ondernemen (PSO)

In 2024, we were again recognized for our efforts on the Performance Ladder for Social Entrepreneurship (PSO). USG Restart achieved Step 3 | 30+, the highest possible level of recognition, placing us among the national leaders in social enterprise. This underscores our role in society as an inclusive employer and our contribution to a labor market that offers opportunities for everyone. Other brands within RGF Staffing the Netherlands have also embarked on this certification process to ensure that our ongoing commitment to social entrepreneurship is embedded throughout the organization.



## NEN 4400-1

All our brands complied with the NEN 4400-1 standard in 2024. This quality mark provides assurance that we handle labor law, wage tax, and social-security obligations carefully and transparently – providing clients with confidence in reliable cooperation and underscoring our position as a trusted partner in the labor market.



## EcoVadis

We earned a Silver EcoVadis Medal, ranking us among the top 15 percent of EcoVadis-certified organizations in our industry worldwide for sustainability performance across environmental impact, labor and human rights, ethics, and sustainable procurement.



## SBB – Accredited training company

All our brands were accredited in 2024 by the SBB (Foundation for Cooperation on Vocational Education, Training, and Labor Market) as official training companies. This enables us to provide MBO students with valuable on-the-job experience, actively invest in developing future talent, and strengthen the connection between education and the labor market. Through these efforts, we enhance our social impact while supporting the long-term employability of future generations of skilled workers.



## ISO/IEC 27001:2022 – the highest standard for information security

In 2024, RGF Staffing achieved ISO/IEC 27001:2022 certification for its Information Security Management System. This international standard ensures that we protect personal and confidential information to the highest standards across all our processes. The certification confirms our structural commitment to data protection, risk management, and continuous improvement.



## ISO 14001 – Environmental management

All RGF Staffing the Netherlands brands, including our head office, work in accordance with the ISO 14001 international standard for environmental management. This certification helps us systematically monitor and improve our environmental impact, focusing on CO<sub>2</sub> reduction, energy efficiency, and responsible waste management. This approach makes sustainability tangible in our everyday work and supports our commitment to a greener future.





**VCU – Safety and Health checklist for temporary-employment agencies**

In 2024, the divisions within our brands that specialize in the placement of technical personnel received additional certification under the VCU standard. This certification focuses specifically on safety and health within staffing organizations operating in high-risk sectors such as engineering and construction. By meeting the VCU requirements, we further reduce the likelihood of workplace accidents and ensure a safe working environment for our flexible workforce.



**ISO 9001 – Quality management**

All RGF Staffing the Netherlands brands are certified under the international ISO 9001 standard. This certification confirms that our processes are designed with care, transparency, and a continuous focus on improvement. For our clients and candidates, it provides assurance of reliable, consistent service. The certification underscores our ambition to structurally safeguard quality and to continue advancing as an organization.



**WELL Gold**

Our head office in Almere, home to both RGF Staffing the Netherlands and RGF Staffing Global, achieved WELL Gold certification in 2024. This international standard focuses entirely on the health and well-being of employees within buildings. The certification confirms that our office meets high standards in areas such as air quality, lighting, physical movement, and comfort. In doing so, we promote a healthy work environment that enables, inspires, and strengthens our employees for the future.



**ABU membership**

All brands of RGF Staffing the Netherlands are members of the ABU (General Association of Temporary Employment Agencies). This membership confirms that we meet the highest standards of quality and reliability within the staffing industry. For our clients and flexible employees, it provides assurance of transparent, careful, and fair collaboration. In addition, through the ABU we actively contribute to the development of the collective labor agreement for temporary agency workers. We also participate actively in ABU working groups on public-private partnerships (PPS), helping to develop innovative solutions for an inclusive and future-ready labor market.



**BREEAM**

In 2024, our head office in Almere achieved a BREEAM rating of Very Good. BREEAM is one of the world’s leading sustainability certifications for buildings. The rating demonstrates that we meet strict standards in areas such as energy use, material efficiency, and ecological impact. Through this achievement, we are taking concrete steps to make our facilities more sustainable and to advance our climate objectives.





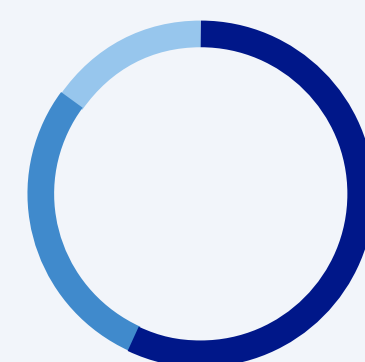
# Facts & Figures FY2024

## People



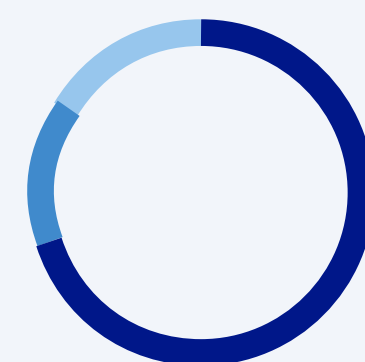
892

Corporate employees



### Age categories (in %) of corporate employees

18-35	36-49	≥ 50
57%	28%	15%



### Age categories (in %) of temporary staff

18-35	36-49	≥ 50
70%	14%	16%



74%

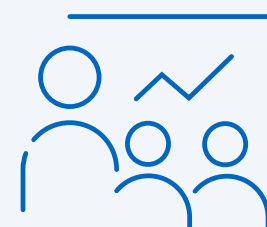
Diversity & Inclusion score

## RGF Connect



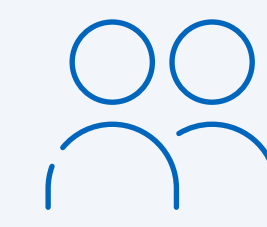
7,026

Placements of temporary staff from minority groups through RGF Connect



1,363

Participants in RGF Connect employability programs



3

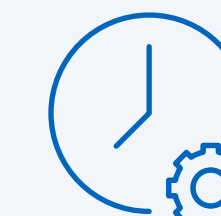
RGF Connect Programs

## Learning & Development



€757,000

Total spending on formal employee development (local currency, corporate employees only)



11,743

Hours total time invested in formal employee development (corporate employees only)

## Protect & Report

ISO 14001 certification



ISO 9001 certification



ISO 27001 certification



EcoVadis rating Silver



# Disclaimer and Contact

This report provides an overview of the sustainability activities and progress of RGF Staffing. It is intended for informational purposes only and does not create any rights or obligations; no legal claims can be derived from its contents. Our monitoring systems have been compiled with care but are still under development and may not yet include every initiative in full detail. The report may also contain forward-looking statements based on current plans and assumptions. These are subject to risks and uncertainties, meaning that actual results may differ from those described here. RGF Staffing does not undertake any obligation to update such statements.

If you have questions, notice missing information, or find content that requires correction, please contact us at [info@rgfstaffing.com](mailto:info@rgfstaffing.com).

For more context and background, you may also be interested in the following information.

## Links

- [Home | RGF Staffing | A leading global network of HR service providers](#)
- [Home | RGF Connect | Bridging gaps and breaking down barriers to employment](#)
- [Recruit Holdings](#)
- [リクルートホールディングス Sustainability Databook](#)
- [Recruit Group Profile: Inside Out 2024](#)
- [RGF Staffing Code of Conduct](#)
- [RGF Staffing the Netherlands](#)

