

FY2025

Sustainability Progress Report

People at the heart of sustainable progress



Content

Management statement

- General information
- About RGF Staffing
- People in the heart of our business
- How we align with the sustainability agenda of Recruit Holdings

- Highlights & Strategy
- FY2025 key figures & highlights
- Our sustainability strategy:
Creating opportunities for all

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

- Environment
- Climate

Responsible business

→

Governance, stakeholders & materiality

- Protect
- Human rights
- Health & Safety
- Ethics & Compliance
- Responsible AI & Data Privacy

- Report
- Regulatory landscape

Accountability

→

Reporting scope & boundaries

→

Who is behind this report

Contact

Related links



Management statement

FY2025 was a defining year for bringing our sustainability strategy, Creating Opportunities for All, to life. Creating opportunities has always been at the heart of who we are: unlocking human potential, advancing inclusion, and helping build a labor market that works for everyone.

The world around us is changing rapidly, and not only through technology. Global conflicts, political uncertainty, and shifting labor markets are affecting how people experience work and security. At the same time, AI is reshaping jobs and creating demand for new skills, while aging populations challenge businesses to think differently about talent. These developments reinforce something we have long believed: connecting people to meaningful work has never been more important.

Helping people who experience barriers to the labor market find their way to meaningful work is our mission. In FY2024, we set an ambitious goal to connect 1.5 million people to meaningful work by 2030. This year, we made steady progress toward that ambition, supporting thousands of people through our network of operating companies. Through RGF Connect, we increasingly bring together our social ambition and commercial expertise, because many of the challenges our clients face are the same ones we are committed to addressing. Together, we can unlock overlooked talent, create more inclusive workplaces, and help people develop the skills they need to thrive in a changing world.

Reskilling is essential for our own people, and increasingly for our clients and temporary staff as well. It is an area where we can make a real difference.

FY2025 also marked a breakthrough in how we shared our sustainability journey. For the first time, we reported to internal and external stakeholders not only through stories, but also through measurable results and data. Being transparent about our progress, our achievements, and the areas where we still have work to do is an important part of earning trust over time. Together with our operating companies and brands, we will continue to strengthen our reporting and deepen our impact.

Yet the true value of our work is not found in figures alone. It lives in the people we meet every day: in the gratitude we hear from participants in our social programs and partners involved in for example the RGF Connect Global Week of Impact, and in the pride our colleagues feel when they see the difference they have made.

Some moments stay with you. When someone who has faced barriers to work tells us that having a job has given them back their confidence and sense of dignity. When people feel seen, valued, and respected, not only for what they can do, but for who they are. These moments remind us why our work matters. They show that sustainable impact is ultimately about people. These examples from our daily work highlight how we strive to put people at the heart of sustainable progress.

This Sustainability Progress Report reflects the meaningful steps we have taken across our brands and operations to turn our ambitions into action. We know that embedding sustainability into everything we do is a journey, not a destination. We will continue to learn, improve, and be open about where our work is still evolving. We keep going the extra mile to make a difference in sustainable impact: that’s what makes our people proud. What gives us confidence for the future is the dedication and effort of everyone involved: our employees, temporary staff, clients, and partners. Together, we are helping shape a future of work that is more inclusive, resilient, and sustainable. Because we know that work doesn’t just fill lives – it transforms and enriches them.



Photo (from the left to the right): Michael Whitmer (Chief Risk and Compliance Officer), Han Oey (Chief Strategy Officer), Tomo Hachiya (Chief Product Officer), Stephaen Vereecken (Chief Financial Officer), Yvonne Mastenbroek (Chief Sustainability Officer), Rob Zandbergen (CEO), Shinya Yamamoto (Chief Operating Officer).



General information

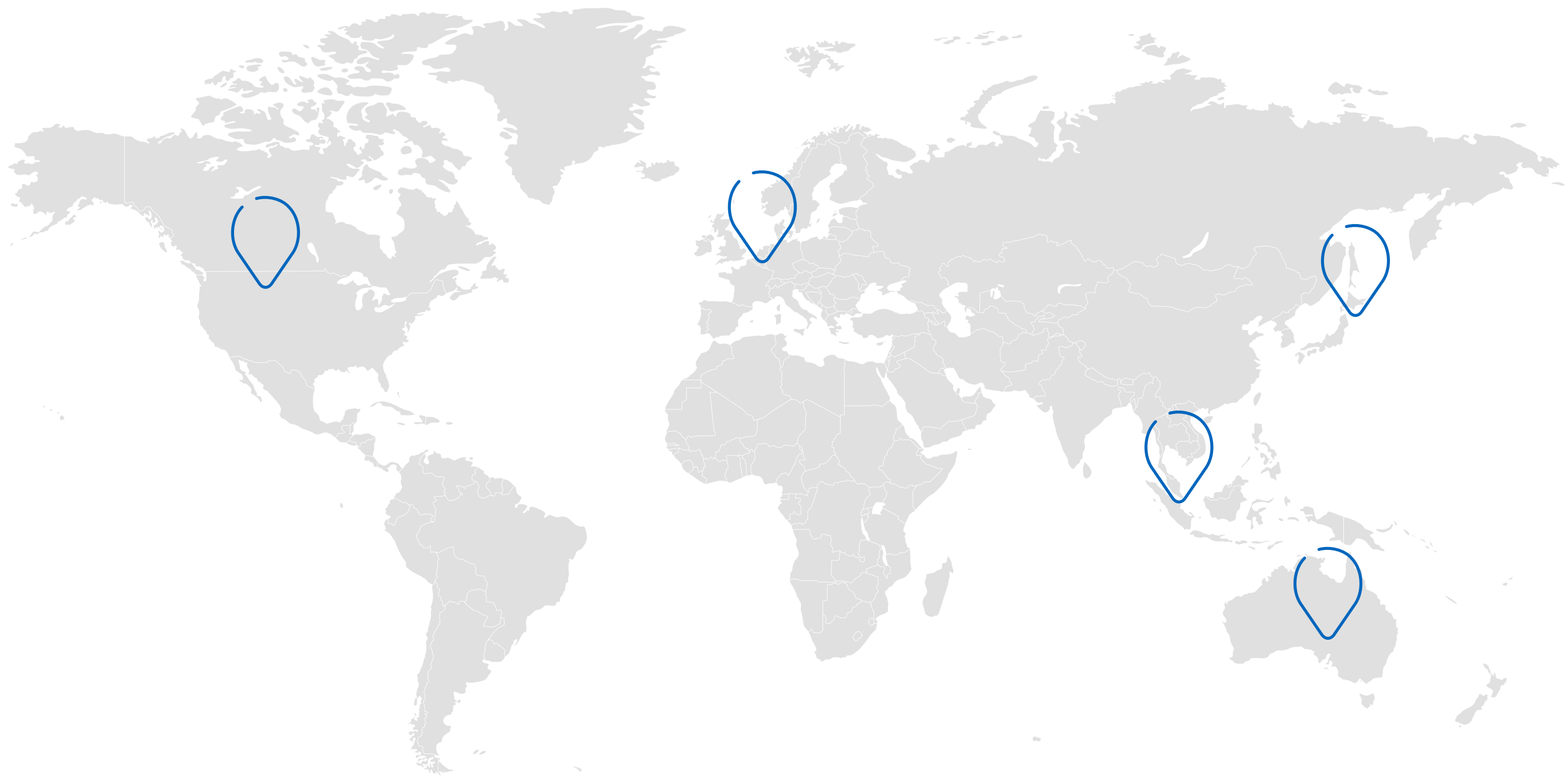
RGF Staffing is a leading worldwide network of HR service providers. The headquarters of RGF Staffing is based in Almere, the Netherlands.

About RGF Staffing

RGF Staffing is a leading global network of HR service providers serving as the Staffing Strategic Business Unit (SBU) of Recruit Holdings, a Japanese publicly traded company. Recruit Group is a global technology company transforming the world of work with leading brands, including Indeed and Glassdoor. We are working to simplify the hiring process and make it faster to help businesses work smarter so everyone can prosper together. It is our goal to deliver sustainable growth and 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. For further information please visit rgfstaffing.com or recruit-holdings.com/en/

This sustainability progress report is about the sustainability activities of RGF Staffing in FY2025 (April 1, 2025 - March 31, 2026)



Europe


RGF Staffing
Belgium


RGF Staffing
France


RGF Staffing
Germany


RGF Staffing
the Netherlands

Japan


RECRUIT
Recruit Staffing


STAFF SERVICE GROUP

North America


CSI Companies


smg

Australia
New Zealand


RGF Staffing
ANZ

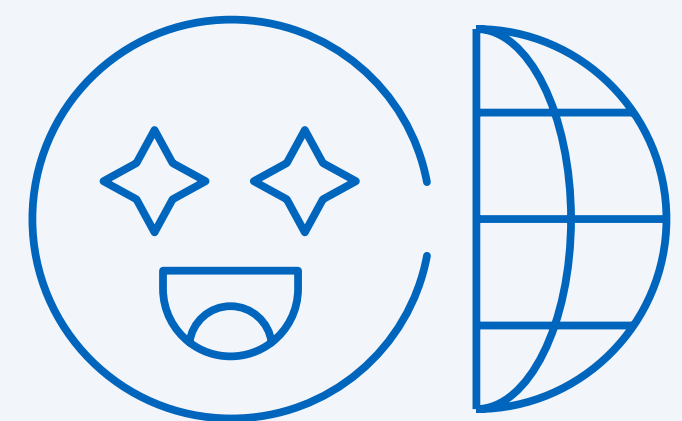
Hong Kong
Singapore


RGF Staffing
HKSG

People in the heart of our business

At RGF Staffing, we believe that work is more than a job. It is a pathway to stability, growth, and belonging. Our purpose is to connect people with opportunities that matter, while ensuring that everyone we work with is treated with fairness and dignity. We are committed to building workplaces where safety and wellbeing are non-negotiable, where people can develop their potential, and where diversity is seen as a strength. When our temporary staff join our clients, we carry that commitment with us, working to ensure that inclusive working conditions and human rights 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.



Corporate employees

13,354

(FY2024: 14,386)



Temporary staff

308,012

(FY2024: 298,000)



Global Revenue

\$11.3bn (€9.7bn)

(FY2024: \$11.1bn / €10.3bn)

How we align with the sustainability agenda of Recruit Holdings

RGF Staffing is part of Recruit Holdings, one of the world's leading technology and HR services companies, listed on the Tokyo Stock Exchange. Recruit Holdings is underpinned by a clear sustainability mission: to make a positive impact on society through all corporate activities, to prosper together with all stakeholders, and conduct business on a sound governance foundation. In 2021, Recruit Holdings set concrete sustainability goals for 2030. As a key operating pillar within the group, RGF Staffing actively contributes to each of them.

The 2030 goals of Recruit Holdings:

Become carbon neutral throughout the entire value chain

Starting from a baseline of approx. 968,000 tons of CO₂ equivalent in 2019, Recruit Holdings aims to achieve carbon neutrality across its entire value chain¹. We contribute by reducing our energy consumption, limiting business travel, and embedding environmental responsibility into our day-to-day operations.

Reduce the time it takes to get hired by half

In 2021, the average time to get hired was 15 weeks. The goal is to bring this down to 7.5 weeks by 2030². As an HR services provider, faster and more accurate matching between people and jobs is central to what we do. We directly support this ambition.

Help 30 million people facing barriers in the labor market to find jobs

This goal covers people facing barriers such as disability, criminal records, military background and refugee status³. Through RGF Connect and our broader inclusion efforts, we create employment pathways for people who need them most. With this program and our day-to-day business we are directly contributing to this group-wide goal, including people with different barriers .

Strive for gender parity across employee, managerial, and executive levels

Recruit Holdings aims for gender parity at every level of the organization: from employees and managerial positions through to all executive levels. As of April 2026, women represented 55.3% of employees, 45.7 % of those in managerial positions, and 24.3 % of senior executives across the Recruit Group. As part of Recruit Holdings, RGF Staffing is directly contributing to this group-wide ambition through our own efforts on gender parity.

¹ Carbon neutrality covers Scope 1 (direct emissions from owned or controlled sources), Scope 2 (indirect emissions from purchased electricity, heat, or steam), and Scope 3 (all remaining value chain emissions). Carbon neutrality requires both reducing GHG emissions and offsetting any remaining emissions.

² Time to get hired is measured as the period from when a user starts an active job search on the Indeed platform to when the user confirms receipt of a job offer. From FY2025, the methodology uses the median rather than the mean.

³ Barriers include education, disability, criminal record, military experience, refugee background, and lack of access to basic resources.



Highlights & Strategy

We believe in a future where work is accessible to everyone. That’s why we strive for a sustainable business model that integrates human capital, inclusion, and environmental responsibility.

FY2025 key figures & highlights

Connecting people

Our people



13,354 Corporate employees
(FY2024: 14,386)

308,012 Temporary staff
(FY2024: 298,000)

66% Employee engagement score
(FY2024: 65%) (weighed average)

7.0% Voluntary Turnover rate corporate employees
(FY2024: 10.2%) (excluding fixed-term contracts)

RGF Connect



109,537
(FY2024: 56,589)
People placed from RGF Connect Communities

10,963
(FY2024: 2,977)
Participants in workforce readiness programs

2,577
People placed from workforce readiness programs

Inclusion & Belonging



Corporate employees:
% male / % female
32% / 68%
(FY2024: 32% / 68%)

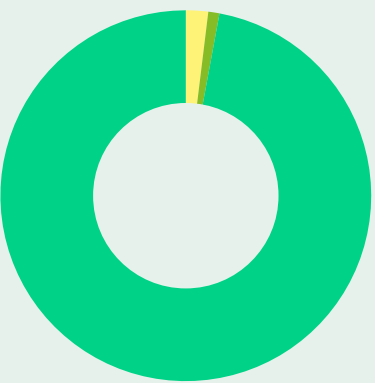
Temporary staff:
% male / % female / % other
34.9% / 64.3% / 0.8%
(FY2024: 33.6% / 65.4% / 1.0%)

10.4% % Gender pay gap corporate employees
(FY2024: 20.7%)



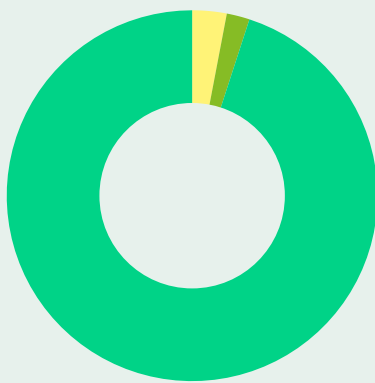
Environment

Climate FY2024



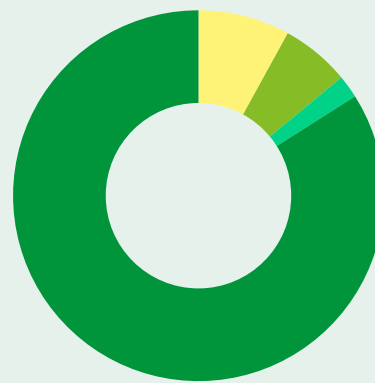
GHG in tCO₂e

- Scope 1: 2,395
- Scope 2 - Market: 383
- Scope 3: 299,269



In %

- Scope 1: 0.8
- Scope 2 - Market: 0.1
- Scope 3: 99.1



Per Category, in %

- Cat. 1: Purchased Goods & Services: 7.9
- Cat. 2: Capital Goods: 6.2
- Cat. 3: Fuel- & Energy-related (T&D): 0.3
- Cat. 5: Waste Generated: 0
- Cat. 6 & 7: Business Travel & Commuting: 85.5

Responsible business

Protect & Report



ISO 14001
4 out of 10
(FY2024: 4 out of 10)

ISO 27001
8 out of 10
(FY2024: 4 out of 10)

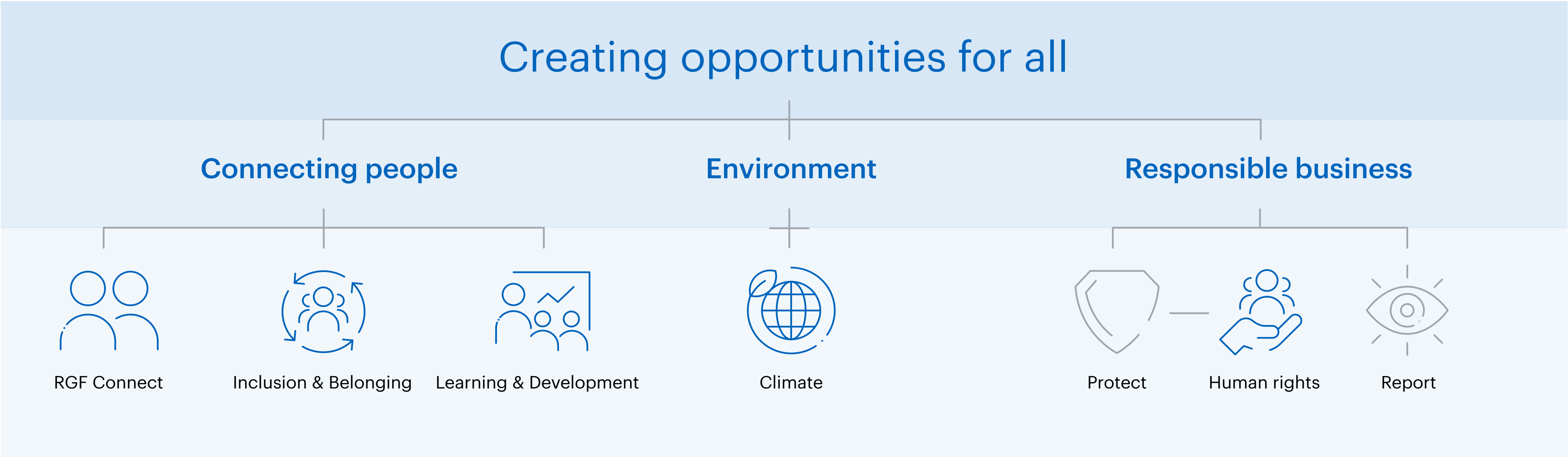
EcoVadis
10 out of 10
3x platinum / 5 x gold / 2x silver
(FY2024: 9 out of 10)
1x platinum / 3x gold / 5x silver

Our sustainability strategy: Creating opportunities for all (1)

Our sustainability strategy, ‘Creating opportunities for all’, reflects a simple belief: work is more than just employment. A fitting job can transform a life: offering a livelihood, a chance to grow, and a way to belong in society. Work gives people self-esteem, connection, and freedom. As a global HR services provider, we are uniquely positioned to make a positive impact on thousands of lives, and that is exactly why we connect people with opportunity.

Our strategy is built around three core themes: Connecting people, Environment, and Responsible business. Within Connecting people, we focus on three building blocks: RGF Connect, Inclusion & Belonging, and Learning & Development. Environment centers on Climate, and Responsible business consists of two pillars, Protect and Report, alongside the building block of Human Rights. Each building block carries its own short-term and long-term goals and actions, all contributing to a shared ambition: 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 the people who need extra support, we continue to grow in our understanding of what that really takes. We aim to run a sustainable business model that balances commercial performance with human capital, inclusion, and environmental impact.



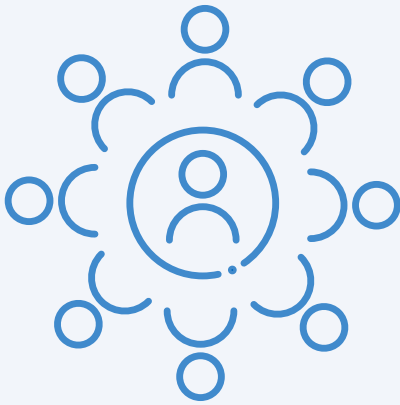


Our sustainability strategy: Creating opportunities for all (2)

Our sustainability approach covers three main themes: Connecting people, Environment, and Responsible business.

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)



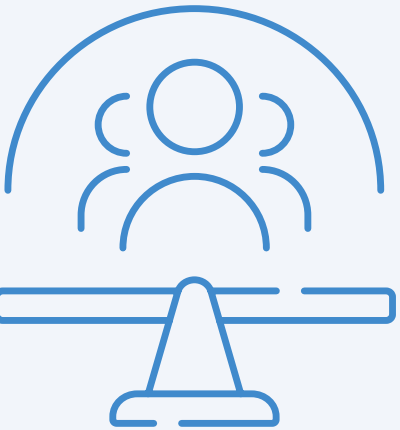
Connecting people

We create opportunities by connecting people to meaningful work, with inclusion, belonging, and continuous development at the core. This reflects our purpose as a people-driven organization.



Environment

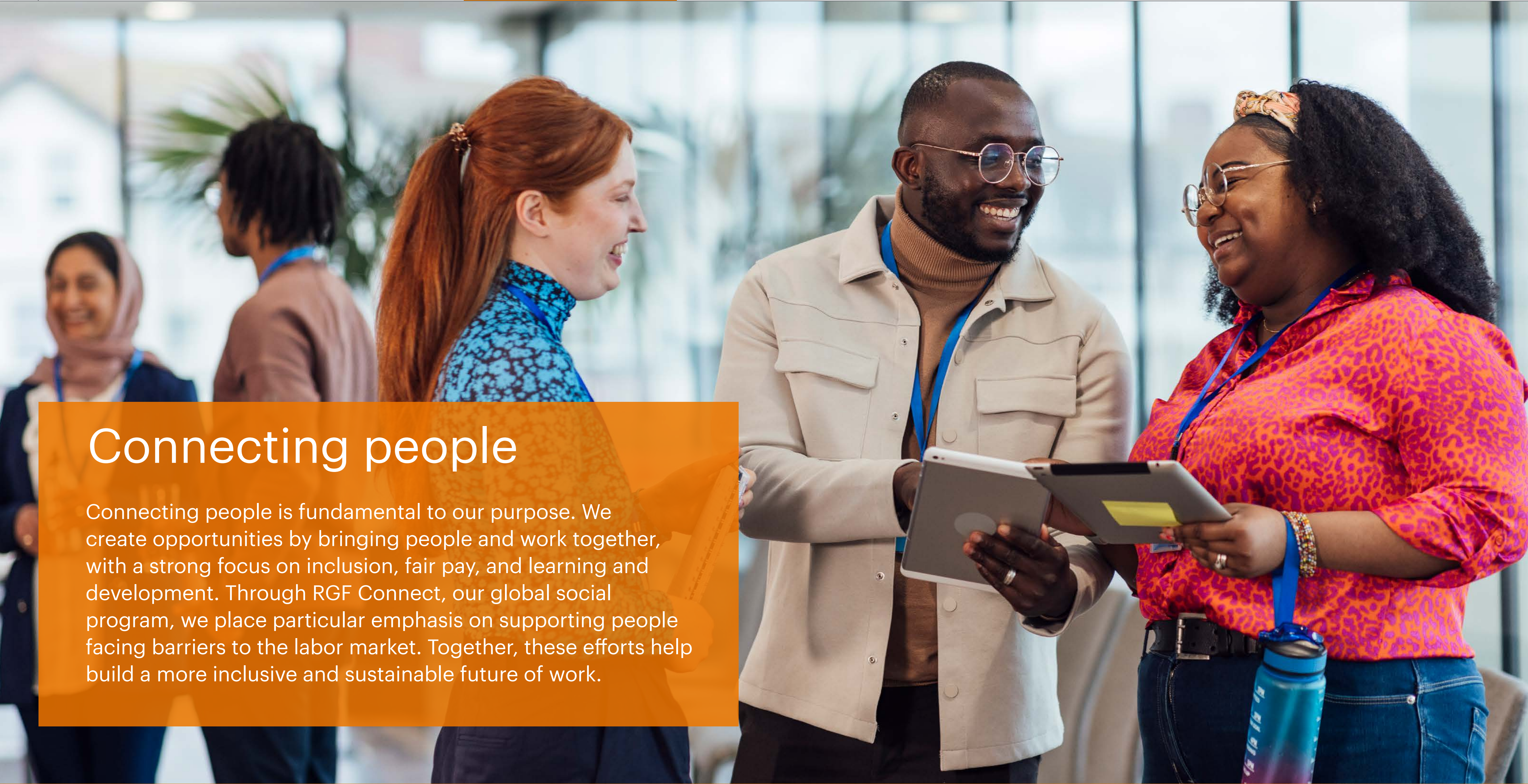
We take responsibility for minimizing our environmental footprint, and strengthen climate resilience, recognizing that a healthy planet is essential to all people, to long-term employability and business continuity. Creating opportunities for all only means something if those opportunities can last, and that depends on a planet that remains habitable and viable for generations to come.



Responsible business

We act with integrity, uphold human rights, and report transparently. Trust and accountability are the foundation of a resilient, values-based organization.





Connecting people

Connecting people is fundamental to our purpose. We create opportunities by bringing people and work together, with a strong focus on inclusion, fair pay, and learning and development. Through RGF Connect, our global social program, we place particular emphasis on supporting people facing barriers to the labor market. Together, these efforts help 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 we advocate for an inclusive labor market in which everyone 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. RGF Connect communities support people who face barriers to employment, including individuals with disabilities, justice-involved individuals, non-citizens, women, seniors, veterans, and young adults. Through local initiatives, coaching, training, and tailored support, we help strengthen communities and support individuals in developing work-readiness skills, access job placements, and build confidence and independence and guide them to employment.

How we made progress in FY2025

In FY2024, we announced we were moving RGF Connect from momentum to structure, by embedding it more deeply into our operations, and building a measurable global model that aligns business and purpose. In FY2025, the numbers show that this is exactly what happened.

Our 2030 goal

By 2030, we aim to be a global leader in inclusive employment, offering meaningful, lasting work opportunities to people who are experiencing barriers in the labor market, and embedding this principle across every part of our business.

Across our operating companies, people placed from impacted communities grew from more than 56,000 in FY2024 to more than 109,000 in FY2025. Participation in our workforce readiness programs grew even faster, rising from almost 3,000 to more than 10,000 - more than a threefold increase. Of those participants, 2,577 went on to be placed directly into employment, a new metric we began tracking in FY2025 to better understand how readiness training translates into real outcomes. The number of active RGF Connect programs across our operating companies grew from 27 to 42, reflecting both the deepening of existing initiatives and the launch of new ones.

Beyond the numbers, FY2025 marked a shift in how we think about RGF Connect. We moved from being primarily an HR provider to increasingly acting as a strategic HR partner, including on matters of inclusion, diversity, and access to the labor market for people facing barriers to employment. We made the business case more explicit: there is significant untapped talent among people experiencing these barriers, and they are too often overlooked. By putting them in the spotlight, we are raising awareness of that potential among our clients and building the workforce readiness needed to unlock it.

Key figures

FY2025



People placed from RGF Connect Communities*
109,537
(FY2024: 56,589)



Participants in workforce readiness programs
10,963
(FY2024: 2,977)



People placed from workforce readiness programs
2,577



RGF Connect programs
42
(FY2024: 27)

* RGF Connects communities support people who face barriers to employment, including individuals with disabilities, justice-involved individuals, non-citizens, women, seniors, veterans, and young adults, through initiatives tailored to local needs. Total placements from our impacted communities do not include women and young adults unless identified and assigned to a special RGF Connect program within the operating companies. Given our diverse presence across many countries and jurisdictions, data is collected and reported with respect to local regulations, standards, known barriers, and availability, which may result in varying levels of detail across countries.



We also became more inclusive ourselves, increasingly hiring people directly from our own work-readiness programs to join our organization.

Compared to 2024 where we set a good foundation, the 2025 figures reflect a more mature program, with clearer definitions, stronger local ownership, and CEO-level accountability driving both better tracking and genuine growth in activity.

Opportunities & challenges

RGF Connect is increasingly demonstrating value beyond social impact by contributing to business outcomes. We see a clear opportunity to strengthen its connection with our commercial organization by helping clients access motivated, work-ready candidates from underserved communities and supporting clients in reaching their own social goals. We also aim to lead by example by hiring more people from RGF Connect’s target groups to join our own RGF Staffing companies, turning a program we offer to clients into a practice we apply ourselves.

Turning this ambition into consistent practice remains challenging, but the challenge itself points to where the opportunity lies. Building commercial traction for RGF Connect requires clients to see candidates from untapped communities not as a compromise, but as motivated and often overlooked talent in a tight labor market. That shift in perception is itself an opportunity: the more we educate our own employees and our clients, the more we raise awareness of what these candidates bring and the faster that mindset changes. This takes sustained relationship-building and ongoing education, not a single conversation.

Everyday practices for becoming a more inclusive organization

A concrete example of how we want to become a more inclusive organization is Carol Lam, a visually impaired graduate who joined our Hong Kong & Singapore organization through our partnership with NGO Dialogue in the Dark. Before she started, we made sure the workplace itself was ready: our team completed specialist training to interact respectfully and offer appropriate support, and professional assistive office equipment was put in place. To share the experience beyond our own walls, we created a ‘Work with Carol’ vlog, documenting her daily routine, office hours, meetings, and commute in an honest and human way. As Carol puts it: “When I joined the company, I immediately felt seen, accepted and respected as a person with visual impairment. With supportive workplace adjustments like assistive software, I can work smoothly and add real value to the team.”

→ [Learn more](#)



From the left to the right:
Yi Lin, Jocelyn Lau, Carol Lam, Annie Cheung, Yancey Hu and Louisa Lam.

RGF Connect Overview and Programs

Across 10 operating companies, RGF Connect is helping people experiencing barriers to the labor market build the skills, confidence and readiness they need to move toward meaningful work. Each market responds to local workforce needs, but all are united by one shared mission: building bridges, breaking barriers. Below are a few examples of local initiatives. This is a snapshot of the work happening across our network, not a complete overview.

- **France** – Building a structured pathway for people with disabilities and young people experiencing barriers to the labor market into client companies. Through a dedicated disability policy, a network of trained disability coordinators across our agencies, accessible services for deaf and hard-of-hearing candidates, and our "100 Chances, 100 Jobs" program, we actively place candidates with disabilities and young talent into client roles.
- **The Netherlands** – Supporting female refugees rebuilding their lives in the Netherlands through mentorship and coaching, alongside a broader range of programs for people facing barriers to the labor market. This includes a structured program for young people, combining sports, financial literacy, and buddy coaching, as well as Open Hiring career coaching and reintegration support for people who have been out of work or are navigating a career change.
- **Belgium** – As experienced professionals approach retirement age, we create opportunities for them to remain active or return to the workforce, enabling them to continue contributing their valuable skills and expertise while challenging the idea that careers should end at a predetermined age.
- **Germany** – Embedding senior hiring into the business model. Through Unique Seniors, we connect retired professionals directly with employers who value their reliability and in-depth experience, turning an overlooked talent pool into a genuine business solution.
- **Hong Kong & Singapore** – Equipping disabled young adults for the workplace. Through partnerships with local organizations, we provide career coaching, interview preparation, and workplace integration support, helping underrepresented individuals build both the skills and the confidence to succeed.
- **Recruit Staffing, Japan** – Driven by the mission ‘A society with as many ways to work as there are ways to be’, Ability Staffing provides tailored matching based on individual strengths, enabling people with disabilities to work authentically. By offering continuous post-placement follow-up to ensure stable careers, the service strives to realize a world where employment enriches and fulfills people’s lives.
- **Staff Service Group, Japan** – Driving senior placement adoption with clients, while also training and creating jobs for individuals with disabilities. We work directly with employers to overcome hesitation around hiring senior talent, while building inclusive entry points for individuals with disabilities entering the workforce.
- **Australia** – Supporting women with barriers and people with disabilities into employment pathways. Through dedicated coaching and visa sponsorship support, we also help individuals from abroad overcome structural barriers to build lasting careers.
- **Staffmark Group, USA** – Helping justice-involved people and military talent transition into civilian jobs. We connect community partnerships with real employment opportunities, giving people a genuine second chance and recognizing the skills military and veteran talent bring to the workforce.
- **CSI Companies, USA** – Supporting young adults and emerging talent with work-readiness preparation, helping the next generation build the foundational skills and confidence they need to enter the workforce with real momentum.



Together, these examples reflect the strength of RGF Connect: one shared global mission, locally designed solutions and a growing aspiration to building bridges to employment around the world.

RGF Connect Overview*

		Seniors	Disabilities	Women facing barriers	Non-citizens	Justice Involved	Young Adults facing barriers	Veterans
RGF Staffing Belgium		x	x		x		x	
RGF Staffing France		x	x	x	x		x	
RGF Staffing Germany		x						
RGF Staffing the Netherlands		x	x	x	x		x	
Recruit Staffing		x	x					
Staff Service Group		x	x	x				
CSI Companies					x		x	
Staffmark Group		x	x	x	x	x	x	x
RGF Staffing ANZ			x	x	x			x
RGF Staffing HKSG	 	x	x				x	

* 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.



RGF Connect Global Week of Impact: 2–6 June 2025

In June 2025, RGF Connect launched its very first Global Week of Impact (GWOI), uniting nine countries and teams across the globe, with employees, partners, and clients all working towards the same goal: creating real opportunities for people facing barriers to employment, restoring dignity, and opening doors to work.

The week brought RGF Connect's purpose to life in very different, local ways. For example: in Germany, senior citizens rediscovered their sense of purpose through renewed work opportunities. In Hong Kong, we partnered with AIESEC (a global platform for young people to develop their leadership potential through practical experiences), to bring together more than 150 students facing barriers, discussing impactful careers and practical tips for driving change. In the USA, foster youth received critical job-readiness support. In Japan, individuals with disabilities shared their personal stories on inclusiveness, inspiring colleagues across the organization. And in the Netherlands, the week combined workshops for youth with barriers, employee volunteering, job seeker engagement, and discussions on inclusive hiring, resulting in 10 new partnerships with clients and community organizations and over 220 participants.

Across the globe, the numbers tell their own story: in our first GWOI 114 initiatives and events were held, engaging more than 2,456 jobseekers, students, and community members. Over 750 RGF Staffing employees volunteered their time and talent, working alongside more than 85 partner organizations. In total, more than 993 individuals received direct work-readiness support during the week.

The RGF Connect Global Week of Impact also strengthened relationships with partners and clients. We are proving that creating opportunities and growing the business are not competing priorities, but part of the same ambition. Employees across our operating companies put RGF Connect into practice, helping clients deliver on their own social sustainability ambitions. It is exactly the belief on which RGF Connect was founded: that local ripples around the world can grow into a global wave!





RGF Connect Global Week of Impact: 2–6 June 2025



“Within two years we created a global movement creating pathways to meaningful employment. RGF Connect evolved into a globally integrated solution that helps companies meet talent demands while creating real impact in the communities we serve. Our unified approach across brands and countries ensures both consistency and adaptability, so we can meet local needs while delivering measurable global impact.”

Melissa Fulmore-Hardwick, Global Head of RGF Connect



How do our RGF Connect efforts translate into practice?



Staffmark Group - USA

Turning community partnerships into real careers

The challenge

Many organizations still separate community impact from workforce development, framing one as a charitable add-on, and the other as core business. We wanted to prove that they can be the same effort: that genuinely helping people overcome barriers to employment, while solving workforce challenges for employers, creates better outcomes for everyone.

What we did

Since early 2023, we have built workforce readiness partnerships with community organizations that prepare people for employment while creating new talent pipelines for our clients. Through initiatives like our partnership with Easterseals Redwood in Cincinnati, we offer AI-powered job search training, resume development, interview preparation, and direct access to Staffmark recruiters. Participants are connected to our Community Partner Referral Program, which matches job-ready candidates with openings across our client network and keeps them informed of future opportunities. This model has been replicated across partnerships supporting veterans, military spouses, foster youth, justice-impacted individuals, and people with disabilities.

Impact

Our partnership with Easterseals Redwood shows how this approach creates value for both job seekers and employers. Participants have transitioned into roles with Staffmark Group clients, while others continue receiving coaching and referrals until they find the right fit. Along the way, they have strengthened interview skills, expanded their networks, and gained confidence in pursuing long-term careers. Across our broader community partnerships, this model has connected hundreds of individuals, including veterans, young adults, people with disabilities, foster youth, and justice-impacted job seekers, with employment opportunities, while giving our clients access to motivated, often overlooked talent. For Staffmark Group, these partnerships are not separate from our business strategy; they are part of how we deliver stronger workforce solutions.



“RGF Connect is about more than jobs; it's about opening doors, creating opportunities, and building brighter futures. It helps clients build stronger teams, transforms lives through meaningful work, and drives business growth through inclusion and fair chances.”

Matt McGowan, Director Social Impact, Staffmark



Recruit Staffing - Japan

Finding the right fit – for everyone

The challenge

In Japan, the legal employment rate for people with disabilities is 2.5% (further rising to 2,7% as of July 2026). Yet, many companies struggle to meet this due to hiring difficulties and low retention. Rather than an impasse, we see this as an opportunity to build environments where diverse talent can truly thrive. We are fully committed to creating opportunities for motivated individuals to maximize their potential, while helping clients foster inclusive workplaces where everyone grows through mutual respect.

What we did

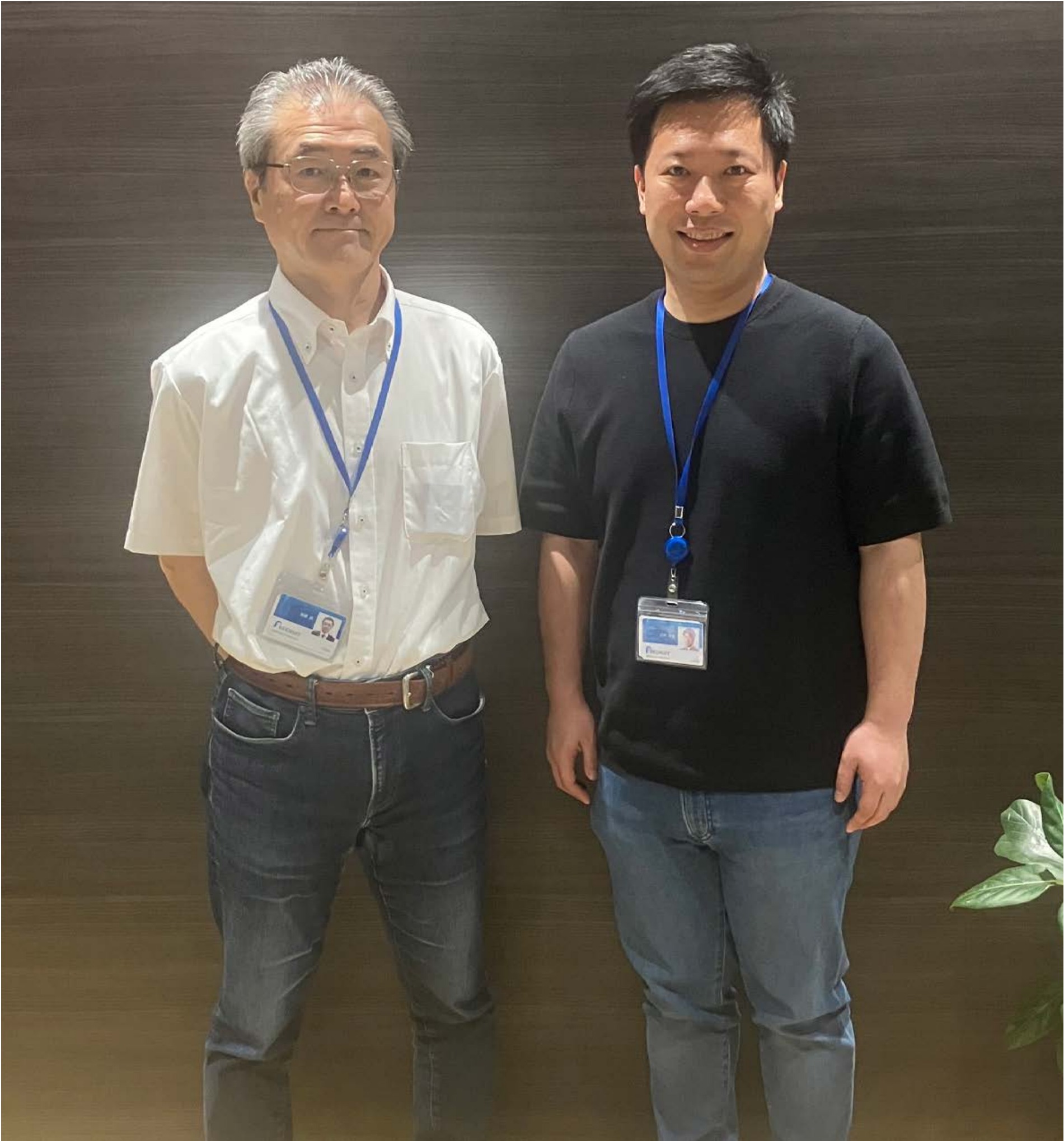
Since 2011, we have operated ‘Ability Staffing’, a recruitment and temporary-to-permanent service for individuals with mental and physical disabilities, bridging the gap between job seekers and companies aiming to build inclusive workforces.

What sets us apart is going far beyond the initial match. From the start, we conduct in-depth interviews to understand each candidate's unique traits, needs, and necessary workplace accommodations to ensure

stable, authentic employment. We actively support job seekers by refining resumes to highlight their strengths and providing interview preparation, so their needs are accurately communicated. Post-hire, specialized professionals, including psychiatric social workers, provide continuous follow-up to prevent early-stage workforce turnover and support long-term integration.

Impact

Since its launch, we have supported over 1,500 individuals with disabilities into employment. For candidates, this means more than a job: it brings stability, independence, self-confidence, and a fulfilling life. For clients, it delivers actionable inclusion by reducing mismatches, improving retention, and fostering a diverse workforce. Ultimately, for us, it proves that this service generates real social and business value, one placement at a time.





Inclusion & Belonging

Why it matters

We believe a workplace works better when people can be themselves, have a genuine chance to grow, and feel safe doing so. When employees feel respected, heard, and supported in this way, they connect better with clients and colleagues, make better decisions, and help build a stronger organization. This is especially important in a staffing company: from the moment someone joins us, through their day-to-day work, to how they grow and eventually move on, fairness shapes both the experience of our own people and the quality of service we deliver to our clients and candidates.

How we made progress in FY2025

In FY2025, we focused on building the foundation needed to support lasting progress on Inclusion & Belonging (I&B), rather than delivering rapid, visible change. This work runs alongside, and is reinforced by, our efforts through RGF Connect: while RGF Connect focuses on opening the door to employment for people facing barriers, our internal I&B agenda is about ensuring that our doors are open to a wide range of people from the start, and that once they join, they can genuinely thrive and progress.

We conducted a structured review across all ten operating companies to assess our current position: identifying local strengths, differences in employee experience, and remaining gaps. The review confirmed that valuable Inclusion & Belonging work is already taking place across our network. We see real opportunity in building a shared global framework that can further strengthen these local initiatives, rather than replace them.

Building on this review, we developed our Global Inclusion Policy, which defines our shared principles, minimum standards, and expectations for employees, managers, and the organization as a whole. We also began developing a multi-year roadmap to strengthen our ambition and the day-to-day employee experience, which still varies across operating companies, brands, and managers. While local ownership remains important, our aim is to strengthen it with global support: improving consistency where it matters most and ensuring key inclusion topics receive the attention they require across the organization.

Opportunities & challenges

We see a clear opportunity to strengthen Inclusion & Belonging across our organization by further improving succession planning, increasing engagement, and creating more pathways for women into senior management. Diverse teams make stronger decisions and deliver better commercial outcomes, making this both a people and business priority. In the short term, we are developing a global I&B plan to bring greater structure and consistency to our operating companies.

Within our Staffing SBU, we have already achieved gender parity at both employee and managerial level. At executive level, however, we see a clear opportunity to build on this strength, by growing our succession pipeline above director level so that the same balance we see at employee and managerial level is also reflected at the top.



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.



Gender corporate employees

% Male
32%
(FY2024: 32%)

% Female
68%
(FY2024: 68%)



Gender temporary staff

% Male
34.9%
(FY2024: 33.6%)

% Female
64.3%
(FY2024: 65.4%)

% Other
0.8%
(FY2024: 1.0%)



% of female representation of corporate employees in all layers (gender parity)



Employees
(non managerial)

68%
(FY2024: 68%)

Managerial
positions

55%
(FY2024: 65%)

Executive Level
(EMT and operating
companies' CEOs)

25%
(FY2024: 31%)

% Gender pay gap corporate employees



10.4%
(FY2024: 20.7%)

Employee engagement score
(weighed average)



66%
(FY2024: 65%)



How do our I&B efforts work in practice?

 Staff Service Group - Japan

Building a pipeline for women in leadership

The challenge

Like many organizations in Japan, we recognized that closing the gender gap in management requires more than ambition. While women are well represented in our workforce, they remain underrepresented in leadership. We aim to build a workplace where women have fair opportunities and can thrive.

What we did

Since 2022, we have been running a structured Women's Empowerment program that brings this topic straight to the top of the organization. Twice a year, our Management Board sits down to take stock: where do we stand, who is ready to take the next step, and what do we need to do to get there? We track our female talent pipeline at every level and manage progress through a clear improvement cycle. One of the things we are most proud of is the introduction of a dedicated leader role: a stepping stone position that gives talented women real management experience before they formally step into a leadership role.

Impact

The results show steady, structural progress. Between FY2024 and FY2025, the ratio of female General Managers grew from 22.9% to 24.3%, and the ratio of female Managers increased from 34.1% to 35.8%. Our GM-level pipeline held nearly steady at 58 candidates, while the Manager pipeline grew from 170 to 187. These are not isolated results. They reflect a program that has been running and improving for three years, with Board-level accountability built in from the start. Numbers tell part of the story, but the real measure of success is a workplace where every talented person, regardless of gender, can see a clear path forward and feels supported to take it.



“What if the real question in leadership wasn’t ‘if’ women will lead, but ‘when’ we give them the chance?”

Koji Sakamoto, CEO, Staff Service Group



RGF Staffing ANZ - Australia

Leaders IT: A visa is just the beginning

The challenge

Relocating to a new country to build a career takes courage. But for many international technology professionals coming to Australia, the challenge doesn't end with finding a job, it's navigating an unfamiliar workplace culture, building a new social network, and finding your footing in a new country. Traditional visa sponsorship programs stop at the paperwork. We wanted to go further.

What we did

Our Visa Sponsorship Program is built around one idea: that true inclusion means supporting people as whole human beings, not just as skilled workers. Alongside the visa process itself, we provide ongoing mentorship, workplace support, cultural integration guidance, and access to professional networks. We stay involved: checking in, offering guidance, and making sure our consultants feel genuinely connected and empowered in their roles. Currently, 33 international consultants are supported through the program, each on a path towards long-term careers and lives in Australia.

Impact

The results speak for themselves in two ways. For the consultants, the program has opened doors to meaningful careers and, for some, a pathway to permanent residency. For us, it has strengthened our ability to attract and retain highly skilled global talent, bringing diverse perspectives and experiences into our teams and our clients' organizations. Because when people feel truly supported – not just 'placed' – they don't just perform better, they belong. And that's not just good for them: it's also good for our clients, and our business.



“I am truly grateful for the outstanding support I received from the team. From guiding me through my initial work visa process to successfully securing my visa for permanent residency, their expertise and dedication made all the difference. They guided me every step of the way – and were always checking in to make sure I was doing well. I couldn't have asked for a more professional and supportive experience.”

Sponsored consultant, Leaders IT



Learning & Development

Why it matters

For millions of people, the biggest risk to their career is not a lack of ambition, but an unexpected skills gap. As jobs evolve rapidly and technology transforms entire professions, those most affected often have the least support to adapt. This is one of the key challenges of our time, for individuals and for employers.

As a staffing company, we operate at the center of this challenge. Every day, we see which skills clients need and struggle to find, while also supporting people, especially temporary staff and those starting their careers, who want to grow but are not always sure where to focus. This gives us a unique opportunity: not only to match people with today's jobs, but also to help individuals and clients build the skills needed for tomorrow through upskilling and reskilling.

That is why we aim to foster a culture of continuous learning within our own organization and in support of our clients and temporary staff. We do this by first strengthening the learning culture among our own corporate employees, while continuing to build on the various local initiatives and programs already in place for our temporary staff. We aim to strengthen skills, support career growth, and respond to evolving needs.

How we made progress in FY2025

In FY2024, we laid the foundation for a globally aligned Learning & Development (L&D) approach by co-creating local L&D plans with our operating companies. A review across all ten operating companies in FY2025 identified local strengths, overlap, and areas where global support could add most value. This led to a

roadmap of ten global L&D initiatives, prioritized by impact and feasibility.

One of the key priorities of this roadmap is our new Future Leaders Program, designed to accelerate leadership readiness, strengthen strategic, commercial, and people leadership capabilities, and support succession planning and the retention of our top talent. In FY2025, we established the foundations for this program in partnership with Chandler Macleod Consulting. We also introduced a common framework for development conversations across all operating companies, helping employees navigate clearer learning journeys and career pathways within RGF Staffing.

Alongside this, we published our first global L&D Guideline, which defines our approach as a learning organization and sets clear expectations for RGF Staffing, local L&D teams, managers, and employees. A key objective of the guideline is to improve the quality of development conversations across the business.

Opportunities & challenges

We took concrete steps to strengthen Learning & Development across our organization by developing our 10-point global L&D plan. Building on this momentum, we see a real opportunity to support our operating companies more broadly, both for their own employees and for our temporary staff.

Like much of the world of work, we cannot yet predict exactly how AI will reshape jobs and skills. Rather than trying to anticipate every change, our focus is on staying close to innovations and



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.

continuously updating what and how we teach. This approach extends beyond AI to the broader pace of change in our industry where new tools, evolving regulations, and changing compliance requirements continually reshape the capabilities our people need. Through ongoing learning and compliance training, we ensure our employees, temporary staff, and clients can keep pace and aren't left behind.



How do our L&D efforts translate into practice?



“The one-to-one sessions provided valuable insights and a safe space to reflect, making it easier to apply different leadership approaches in real work situations.”

“The 360-degree assessment offered meaningful insights into how my leadership style is perceived by others, complemented by confidential one-on-one sessions with a psychologist.”

Participants' feedback



RGF Staffing HKSG – Hong Kong & Singapore

Peoplebank & Chandler Macleod: Leadership development that creates lasting impact

The challenge

Effective people management is not something that comes automatically, even for experienced leaders. Managing teams, navigating conflict, and empowering others are skills that require continuous practice. At the same time, we want to build a strong leadership pipeline, ensuring we have capable people ready to step into more senior roles when the time comes.

What we did

Developed by Chandler Macleod Consulting in Australia, we extended the Elevate Leadership program to selected employees to strengthen core people management and leadership skills. Designed for employees already in, or preparing for, leadership roles, the program runs in 3–4-month cycles integrating psychologist-led sessions with breakout team discussions. Each participant receives confidential one-to-one coaching with a psychologist, plus a 360-degree assessment from their peers. The program also brings together leaders from different business units, with members of HKSG and ANZ executive team joining as guest speakers.

Impact

Participants develop a broader leadership toolkit and deeper self-awareness, helping them to adapt their style to different situations. For us, this has helped strengthen the leadership pipeline and improved collaboration across the organization.



Technicum: Winning the battle for technical talent

The challenge

The technical sector in the Netherlands has faced a persistent shortage of skilled workers for many years. While there is no shortage of motivated candidates eager to build a career in technology, many lack the practical experience that they need from day one. In a tight labor market, employers often don't have the time to provide that foundation themselves. As a result, vacancies remain unfilled, career starters struggle to gain a foothold, and valuable talent remains untapped.

What we did

To help bridge this gap, we developed Technicum One, an intensive two-week training program that equips candidates with the essential technical skills they need to hit the ground running. By providing this foundational training ourselves, we remove the onboarding barrier for clients while creating opportunities for career starters, career switchers,

“I have experienced how things come together from start to finish. For example, trains are running again thanks to all those parts you worked on yourself. That really gives a sense of satisfaction.”

Marinka, Employee, NS (Dutch railways)

and people who are experiencing barriers in the labor market, including women entering the technical sector for the first time. Through a subsidy and our investments, there are no additional costs for our clients. We launched Technicum One in 2025 and are currently running it with clients including NS, Equans, and ASML. In 2026, we aim to welcome another 100 candidates into the program.

Impact

The numbers speak for themselves: 75% of Technicum One candidates are successfully placed in technical roles, and more than 60% continue into a BBL work-study pathway. On average, these placements last three years providing clients with a stable workforce. Every candidate who successfully completes the BBL program is offered a permanent contract. Beyond the numbers, we see that candidates who follow a structured development pathway are more motivated, more engaged, and experience lower absenteeism, creating lasting value for both clients and candidates!



“The right development, guidance, and investment in growth make the difference in the long term – also for the technical sector. Let's focus on everyone's talents and invest in what is possible. Where there is motivation, there is always a way forward.”

Demelza Baars, L&D Advisor Flex, Technicum



RGF Staffing Germany

Helping our branches navigate a more outspoken world

The challenge

People are becoming more outspoken, voicing frustration more directly, including through social media. Our branch teams experience this shift firsthand. Interactions with clients and temporary staff can be more tense than in the past and our employees don't always have the tools to recognize early warning signs or respond calmly.

What we did

In response, we are developing a learning initiative to help our people identify early signs of tension and respond with confidence. The program is built around three pillars: recognizing stress signals and shifting dynamics at an early stage, building practical resilience and coping strategies, and providing concrete tools for managing difficult conversations calmly. This training is designed for everyone working in our branches, reflecting the reality that navigating a more vocal world is a shared responsibility across our frontline teams.



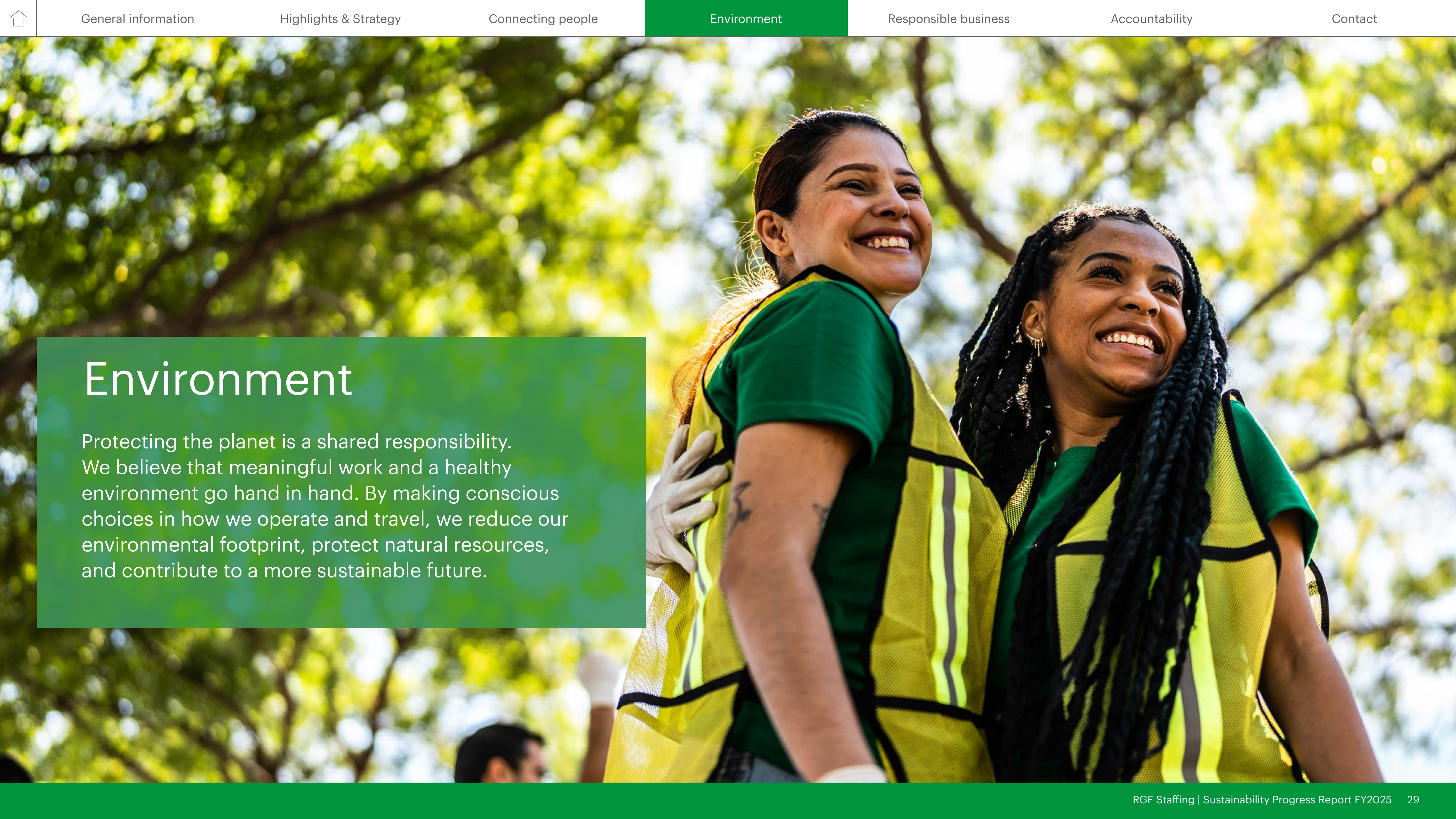
Impact

In FY2025, the program is still in its early, start-up phase. Early signals are positive: employees report feeling seen and supported, and better equipped to approach difficult conversations with confidence. We look forward to following its progress and seeing it makes a difference across our organization.



“We are still in the early stages, but the signals are encouraging. People are telling us they feel better equipped and more confident in difficult conversations. That is exactly what we were hoping to achieve.”

Detlef Hühnert, Manager Learning & Education, RGF Staffing Germany

A photograph of two women, one of Asian descent and one of African descent, both smiling and looking upwards. They are wearing green short-sleeved shirts and high-visibility yellow safety vests with reflective stripes. They are standing outdoors in a park-like setting with lush green trees in the background. The woman on the left has her arm around the woman on the right.

Environment

Protecting the planet is a shared responsibility. We believe that meaningful work and a healthy environment go hand in hand. By making conscious choices in how we operate and travel, we reduce our environmental footprint, protect 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 because a healthy planet is fundamental to the future of work and society. While perspectives on the urgency of climate action can differ and evolve over time, paying attention to and investing in the climate and our environment is good for our business, our people, and our communities.

We see climate change as a reality that impacts our businesses and societies. As a staffing company, this impacts the labor market we operate in. Traditional sectors are disappearing or transforming, while new sectors are emerging. We see new jobs emerging in renewable energy, sustainable construction, and the circular economy. Other existing roles are changing or disappearing. We have a responsibility to help our clients and candidates navigate this shift, by understanding which skills the labor market of the future will need.

Our responsibility does not stop at helping others adapt. We uphold the same standard. Our goal is to become carbon-neutral by 2030, and we continue to make measurable progress each

year towards that goal while remaining firmly dedicated to our climate targets. Our approach is aligned with Recruit Holdings, which aims to achieve carbon neutrality by 2030 across its global operations and value chain, and is recognized on the CDP Climate Change A List and CDP Supplier Engagement Rating A List. Its SBTi-defined 2030 target: a 46.2% reduction in Scope 1+2 emissions and a 30% reduction in Scope 3 emissions by FY2030 (against an FY2019 baseline).

How we made progress in FY2025

In FY2025, we continued to strengthen the measurement of our Scope 1, 2, and 3 greenhouse gas emissions. Our FY2025 data is currently being verified, and we expect to disclose these full figures in the next reporting cycle. Overall, we remain broadly on track to meet our reduction targets.

The distribution of emissions reflects the nature of RGF Staffing’s business operations. With no manufacturing activities and limited owned facilities or vehicle fleets, direct emissions (Scope 1) and purchased energy emissions (Scope 2) remain relatively low. The majority of emissions arise from Scope 3 sources – representing over 95% of total emissions – primarily employee commuting and

other value chain activities. This emissions profile is typical for services-based organizations where the largest environmental impacts occur outside direct operational control.

Opportunities & challenges

As we have collected climate data over the past years, this provides us with a clearer and more reliable picture of our environmental footprint. We see real opportunity in continuing to advance our climate agenda with genuine dedication and actions, regardless of how prominently this ambition is discussed in any given market at any given time.

However, our ability to reduce emissions through cleaner electricity depends partly on the local energy infrastructure that is available. This varies widely between markets. In parts of the United States, for example, renewable energy providers remain limited, meaning our path to carbon neutrality depends not only on our own choices, but also on the pace of the energy transition in the markets where we operate. This is not a reason to avoid doing business there, but opening a new location with renewable energy can be more challenging.

Our 2030 goal

By 2030, we will have achieved carbon neutrality.

Environment FY2024

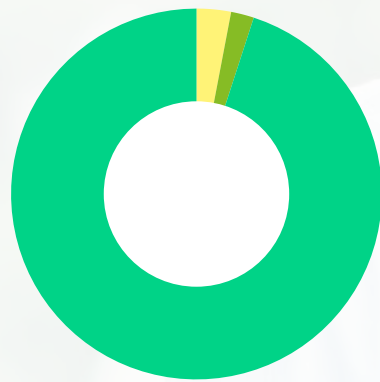
Scope 1, 2, 3 progress
in tCO₂e:

- Scope 1: 2,395
- Scope 2: 383
- Scope 3: 299,269



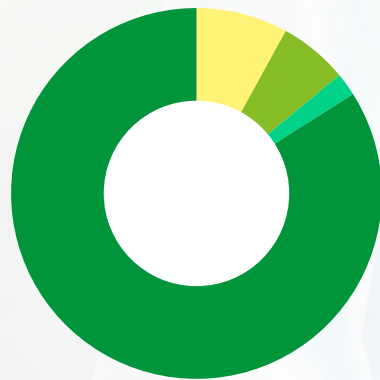
GHG emissions split by
Scope on SBU level in %:

- Scope 1: 0.8
- Scope 2: 0.1
- Scope 3: 99.1



GHG emissions split by
source on SBU level in %
per Category:

- Cat. 1: Purchased Goods & Services: 7.9
- Cat. 2: Capital Goods: 6.2
- Cat. 3: Fuel- & Energy-related (T&D): 0.3
- Cat. 5: Waste Generated: 0.0
- Cat. 6 & 7: Business Travel & Commuting: 85.5



The percentage of electricity
sourced from sustainable options
on SBU level (with REC)*

100%

* RGF Staffing prioritizes the procurement of electricity from renewable energy providers across its global operations wherever this is available and economically feasible. For electricity consumption that cannot be sourced directly from renewable suppliers due to local market constraints or operational considerations, the Group purchases Renewable Energy Certificates (RECs) to match the remaining electricity consumption. This dual approach enables RGF Staffing to progressively increase its renewable electricity share while supporting its commitment to reduce greenhouse gas emissions and achieve its long-term climate objectives.





How do our climate efforts translate into practice?



Going paperless, one invoice at a time

The challenge

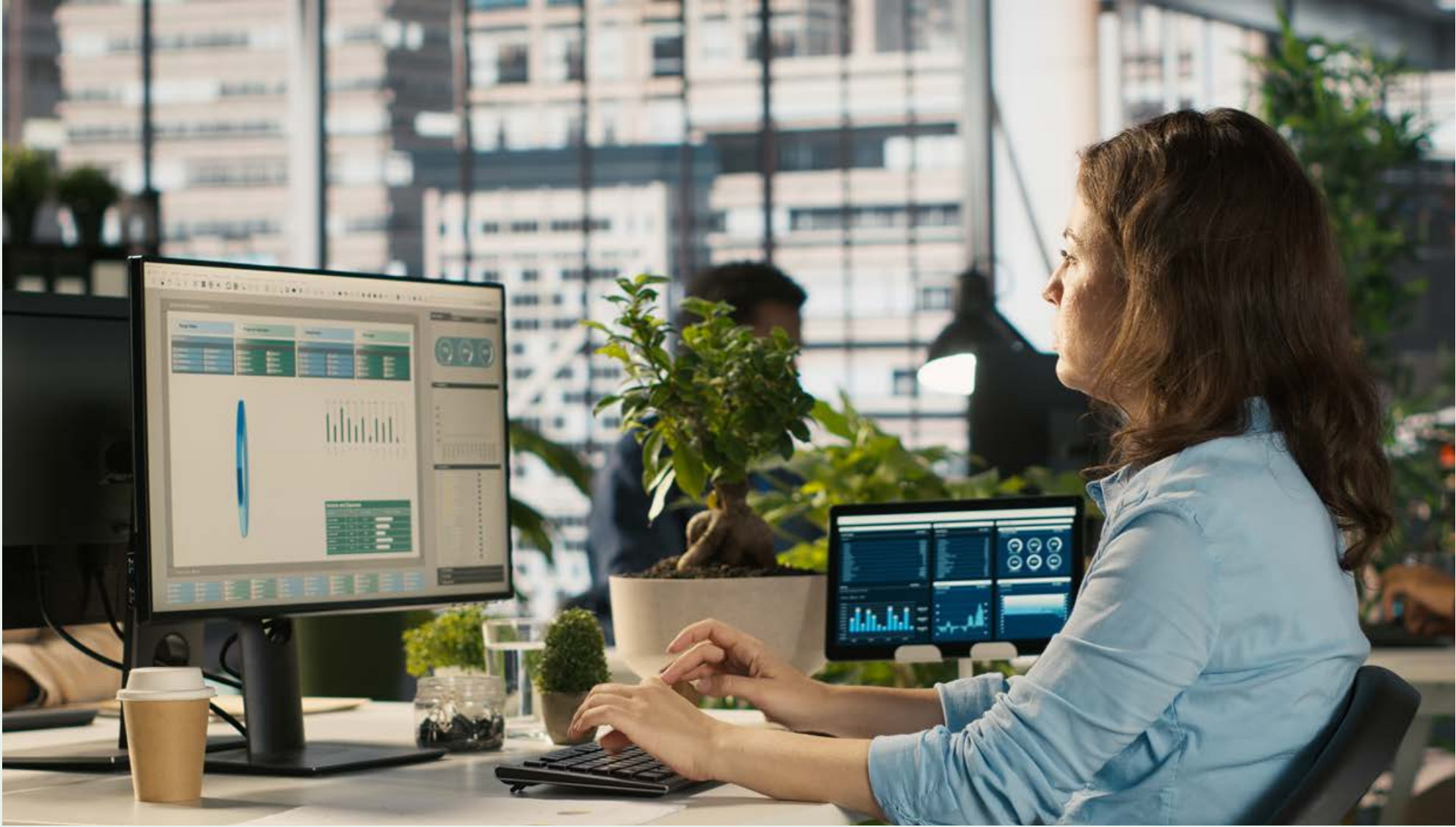
In Germany, paper-based administration has long been the norm. This is partly shaped by strict national requirements for tamper-proof, auditable record-keeping (GoBD), combined with a ten-year invoice retention period. Many businesses traditionally met these requirements through physical archives. Invoice processing was no exception. With approximately 650 suppliers and around 1,700 invoices coming in every month, we were dealing with physical filing, document transport, storage rooms full of paper, and manual processes that left room for error. It was clear that this way of working was neither efficient nor sustainable, but changing it in a culture where paper documentation carries a strong tradition required a deliberate and carefully designed approach.

What we did

In February 2024, we launched our Digital Incoming Invoicing Project, bringing together our finance and ICT departments under the leadership of our CFO. We built a workflow specifically tailored to our own needs, combining decentralized invoice approval with centralized digital archiving. After nearly two years of development, we went fully live in November 2025.

Impact

The difference has been immediate and measurable. Physical filing is gone. Document transport no longer happens. Storage space – and the emissions associated with it – has been eliminated. Paper consumption has dropped significantly, and we are working towards bringing our storage costs down to zero, from a current spend of approximately €13,000 per month. Beyond the environmental gains, our processes are faster, more flexible, and less prone to error. Sometimes, the most sustainable step forward is the willingness to let go of long-held traditions. And as this project shows, doing the right thing for the planet and for the business are often exactly the same decision.



“The digital transformation of accounting frees companies from redundant data maintenance and creates space for strategic growth.”

Stefan Samhuber, CFO, RGF Staffing Germany



Start People: Planting forests, restoring carbon sinks, and creating second chances

The challenge

Climate action requires emissions to be reduced. For emissions we cannot yet eliminate, we choose to invest in tangible, local, and lasting solutions rather than relying solely on carbon offsetting. We also wanted our environmental projects to create social value by supporting people as well as nature.

What we did

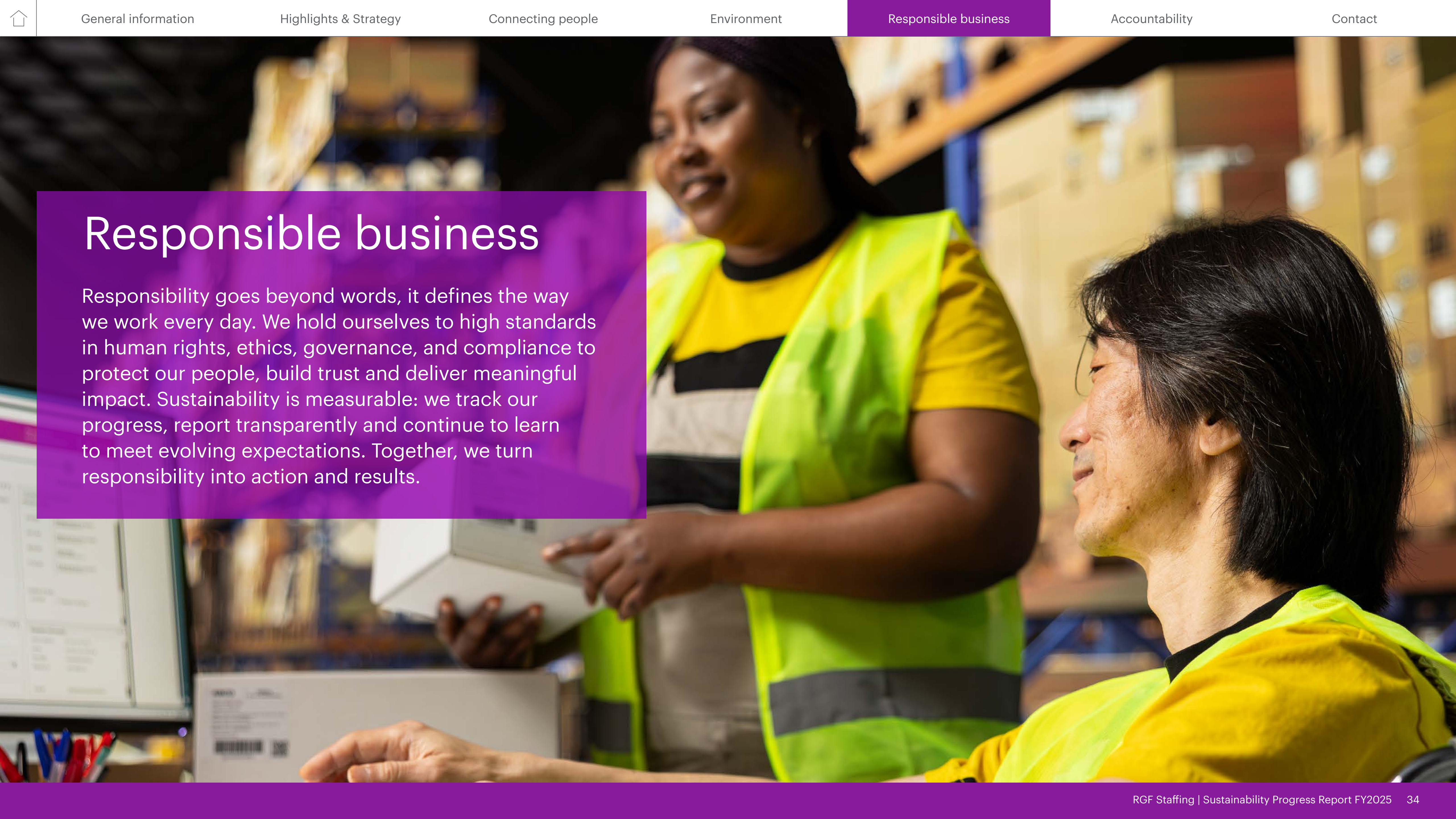
For six years, we have partnered with EcoTree to plant and sustainably manage forests across France. In November 2025, we planted 6,667 trees in Peyrat-de-Bellac, creating our fifth forest. Across these forests, more than 34,109 trees are now planted and managed under 120-year contracts. Restoring the land required hands-on work, including clearing sites, removing pollution, and preparing the soil. Around 1,000 hours of this work were carried out with Rempart, a local organization supporting people far removed from the labor market, alongside 10 additional people on integration pathways across two other EcoTree-managed forests in France.

Impact

Our five forests now serve as long-term carbon sinks, supporting carbon capture and biodiversity. Their value extends beyond the trees: they provide clients, partners, and employees with a visible example of how we are reducing our environmental footprint and strengthening our sustainability aspirations. For us, they show that environmental action and social impact can reinforce each other when designed together.

Responsible business

Responsibility goes beyond words, it defines the way 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: we track our progress, report transparently and continue to learn to meet evolving expectations. Together, we turn responsibility into action and results.



Governance, stakeholders & materiality

This section outlines how sustainability is governed at RGF Staffing: our governance structure, how we engage with stakeholders, and the materiality assessment that determines which topics matter most and shapes the content of this report.

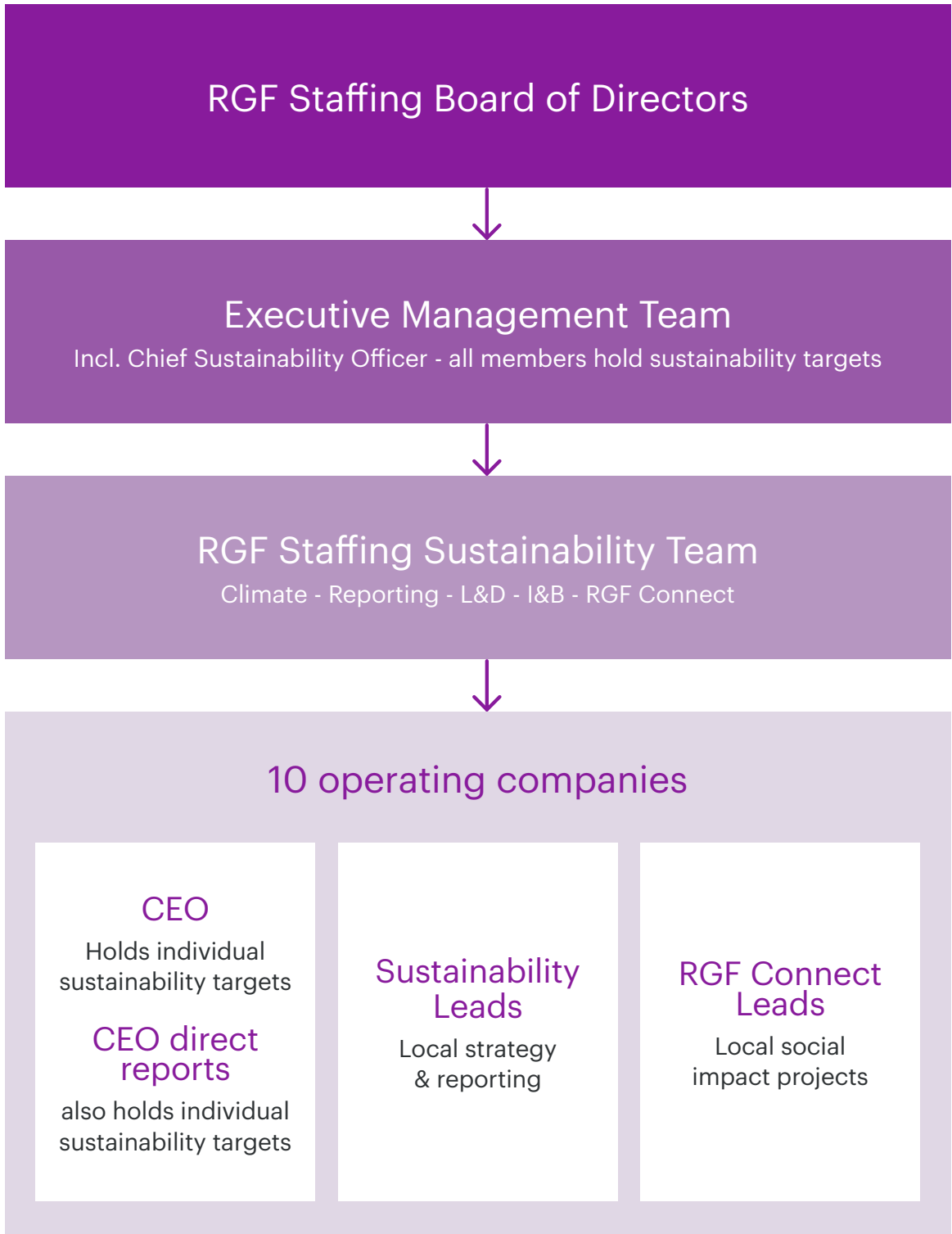
Governance

Sustainability at RGF Staffing is anchored at the highest level of our organization, fully aligned with Recruit Holdings’ overall strategy and governance, and embedded at every level of our own organization. At the top, Recruit Holdings provides strategic direction, guidance, and oversight. A Sustainability Committee comprising both external and internal members, advises on sustainability matters and helps ensure alignment with external and internal stakeholders.

Within RGF Staffing, our Chief Sustainability Officer (CSO) ensures within the Executive Management Team (EMT), that sustainability is an integral part of strategic business decisions. To reinforce this aspiration across leadership, all EMT members and all CEOs of operating companies have individual sustainability targets. This accountability cascades further through the organization, with the direct reports of each operating company CEO also holding sustainability targets of their own, embedding sustainability into day-to-day leadership teams and business performance.

The CSO leads our central Sustainability Team, which brings together expertise across the core pillars of our strategy: Learning & Development, Inclusion & Belonging, RGF Connect, Climate, and sustainability reporting. The team works closely with Sustainability Leads across our operating companies to translate global strategy into local action and ensure it reflects the needs of each market. In addition to the Sustainability Leads, each operating company has dedicated RGF Connect Leads who oversee local RGF Connect initiatives, ensuring the program remains aligned with the needs of local communities and labor markets. Responsibility for execution sits with each operating company, under the direct responsibility and accountability of the local CEO.

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





Stakeholders

Our stakeholders help shape our strategy and drive meaningful progress. Insights from job seekers, employees, clients, suppliers, and community partners keep us grounded, accountable, and responsive. In FY2025, we engaged a diverse group of stakeholders to better understand their priorities and identify the environmental, social, and governance topics most relevant to our business. These insights help us confirm we are on the right course.

Materiality

In FY2024, we conducted our first materiality assessment, which provided the foundation for our renewed sustainability strategy. The assessment identified the topics most relevant to our business, including Inclusion & Belonging, Learning & Development, Human Rights, and Climate Change. By embedding these priorities in our strategy, we aim to work with our business partners and suppliers to support a more inclusive and sustainable labor market.

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.



Protect

Human rights

Why it matters

At the heart of what we do is a simple promise: that the people we place are treated fairly, paid properly, and kept safe. As a staffing company, we are only as good as the working conditions, wages, and safety we help create for the people we connect to work. That’s why we see human rights as the backbone of our business.

That belief is also grounded in internationally recognized frameworks: the International Bill of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, and the UN Guiding Principles on Business and Human Rights. We believe these commitments should hold regardless of what legislation requires of us. While the EU's Corporate Sustainability Due Diligence Directive (CSDDD) has faced delays and changes in scope, we don't believe our own human rights ambitions should wait for, or depend on, the pace of regulation.

How we made progress in FY2025

In FY2024, we said we would continue to uphold the principles outlined in our [Human Rights Policy](#), with each operating company adapting its processes to local legislation and

strengthening grievance mechanisms where needed. In FY2025, that work continued and we took two important steps forward.

Building on initiatives already underway across several operating companies – from human rights training to clearer grievance handling – our two operating companies in Japan completed a new high-level Human Rights Due Diligence (HRDD) assessment. We are now extending this approach across our remaining eight operating companies, to build a consistent, structured view of human rights risks across our entire global network.

We also took a significant step at RGF Staffing level by joining the United Nations Global Compact in October 2025. For us, this was a natural extension of commitments we already held: our Human Rights Policy is grounded in the same international frameworks that underpin the UNGC. But it was also a deliberate choice to make our commitment public and accountable: by becoming a UNGC participant, we commit to reporting transparently on our progress through the UNGC's Annual Communication on Progress, a process that pushes us to be specific about what we are doing, honest about where we still have work to do, and clear about the direction we are heading.

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.

Key figures





Opportunities & challenges

Following the new Human Rights Due Diligence assessment in Japan, we will extend this approach to all our operating companies. This will give us a more consistent, structured view of risks across our global network, and help us identify where to focus our efforts next and have ongoing dialogues with clients and flexible workers throughout our operating companies, sectors, and different work locations.

Joining the UN Global Compact also strengthens our accountability. Annual reporting through the UNGC Communication on Progress requires us to be more specific about our actions, transparent about gaps, and clear on our direction. It helps turn our human rights commitment from policy into a continuous accountability practice.

Human rights risks vary significantly by country, sector, and work environment. The risks facing temporary staff on a mining site or construction project differ greatly from those in an office setting, requiring different levels of attention, monitoring, and support. While we understand where our most significant risks lie, managing them well requires ongoing dialogue with clients and flexible workers, and making sure they know how to raise concerns or report misconduct when something is not right.



United Nations
Global Compact

United Nations Global Compact

In October 2025, RGF Staffing joined the United Nations Global Compact – the world's largest corporate sustainability initiative, supported by more than 20,000 companies in over 160 countries. This step was a natural extension of our existing human rights commitments: our Human Rights Policy is grounded in the same international frameworks that underpin the UNGC, including the International Bill of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, and the UN Guiding Principles on Business and Human Rights.

By becoming a UNGC participant, we commit to embedding the Ten Principles. Covering human rights, labor standards, environmental responsibility, and anti-corruption into our strategy, policies, and daily operations across our entire global network. We also commit to reporting transparently on our progress through the UNGC's Annual Communication on Progress (CoP), a process of public accountability that challenges us to be specific about what we are doing, honest about where we still have work to do, and clear about the direction we are heading.

“The Ten Principles of the UN Global Compact closely align with our core values and sustainability priorities. They reinforce our aspirations to act responsibly, to create opportunity through work, and to help build a more sustainable world of work.”

Yvonne Mastenbroek, Chief Sustainability Officer, RGF Staffing



How do our human rights efforts translate into practice?

 Staff Service Group - Japan

Knowing your risks before they know you

The challenge

Every year, we receive around 250 sustainability questionnaires from our clients, with questions about human rights becoming increasingly prominent. Rather than responding reactively on a case-by-case basis, we recognized the need for a more structured approach – one that would allow us to identify and address human rights risks proactively while demonstrating to both ourselves and our clients that we take these responsibilities seriously.

What we did

We launched a new Human Rights Due Diligence (HRDD) initiative, built on international standards such as the UN Guiding Principles (UNGPs) and aligned with Japanese domestic legislation. Working with an external consulting partner, we conducted executive interviews, management workshops, and formal risk assessments across our organization. Crucially, we involved senior leadership and department heads from the very beginning. This is not a back-office compliance task, but a business priority for us. At the closing management session, all findings were shared transparently, giving our leadership team a clear picture of where risks lie and what steps to take next.

Impact

The initiative provided senior management with a comprehensive view of organizational risks that had not previously been formally mapped. This is expected to strengthen our position with clients that require Human Rights Due Diligence as a condition of doing business. Importantly, the impact extended beyond our organization and our approach has since inspired other operating companies within RGF Staffing to begin their own more structured HRDD journeys.



Protect

Health & Safety

Why it matters

A safe workplace is not optional: it's a basic right, and one we take seriously for everyone we place, regardless of contract type or assignment length. We already do a great deal to protect the health and safety of our temporary staff, much of it shaped by the health and safety legislation specific to each country and sector we operate in.

This same commitment applies just as much to our corporate employees. Besides physical health, mental health is becoming an increasingly important part of how we think about safety at work. It is our aim to make it easier to talk about, rather than something people quietly deal with on their own. This is how we want to work towards more sustainable employability for everyone.



RGF Staffing Belgium

Mental health is not a one-off conversation

The challenge

People can only perform at their best when they feel safe asking for support. Yet for many years, mental health remained one of the least discussed topics in the workplace, often surrounded by stigma and silence. We wanted to create a culture where wellbeing is treated with the same importance as physical health and where seeking support is recognized as a sign of strength.

What we did

We embedded mental wellbeing into everyday working life. Employees have access to dedicated confidential counsellors whenever they need support, while our Mental Health Wellbeing Board continuously drives awareness and engagement throughout the year. From Mental Health Week campaigns to symbolic initiatives such as wearing green, we create opportunities to keep the conversation visible, open and ongoing.



Impact

Participation in mental health webinars and wellbeing activities continues to grow year after year, reflecting increasing engagement and trust. More importantly, we are seeing a meaningful cultural shift. Conversations around mental wellbeing have become more open, employees feel more confident to seek support when they need it, and psychological safety has become a stronger part of our workplace culture. Because resilient organizations begin with resilient people.



Start People: What ISO 45001 looks like in practice

The challenge

Behind every assignment is a person stepping onto a site they may never have worked on before. Our first priority is making sure they return home safe at the end of the day and this is not simply a compliance exercise. The question, therefore, was how to demonstrate that commitment in a way that goes beyond our own assurances, through something independently verified and internationally recognized.

What we did

In December 2024, Start People achieved ISO 45001 certification, the international standard for occupational health and safety management. The certification reflects the practical measures temporary staff experience before starting an assignment: a structured role-specific risk assessment, a clear safety briefing, and appropriate protective equipment. A dedicated national Health & Safety team supports local branches, while every accident is reviewed through a structured analysis to strengthen future prevention. Start People is now audited annually against the standard and must demonstrate continuous improvement.

Impact

For temporary staff, ISO 45001 means starting each new assignment better prepared and protected. For clients, it provides independent assurance that our health and safety approach is embedded in daily practice, not just policy. Internal audits help us confirm what works well, such as strong collaboration between branches and safety coordinators, while identifying where further improvement is needed. This ongoing scrutiny gives the certification real value: it keeps us accountable for closing gaps year after year, rather than treating certification as the endpoint.





Protect

Ethics & Compliance

Code of Conduct

We believe that ‘how’ we do business matters just as much as ‘what’ we achieve. Our Code of Conduct only has value when it is actively applied in everyday decisions and behaviors. This starts with leaders modelling the expected standards and extends to all employees, vendors, and contractors, who share a responsibility to uphold our standards and speak up if they see something that is not right.

Our [Code of Conduct](#), updated in October 2025, sets out the standards we expect from everyone who represents RGF Staffing. Wherever they work, and whatever their role. It covers topics from human rights, inclusion, and non-discrimination to health and safety, privacy, fair competition, anti-bribery and anti-fraud, and the responsible use of artificial intelligence.

Our commitment extends beyond our own organization through our Supplier Code of Conduct, which sets the same standards for partners in our value chain. Suppliers are asked to guarantee compliance with labor and human rights laws, eliminate forced and child labor, ensure safe working conditions, apply fair compensation, and use AI responsibly.

Whistleblower and speak-up policy

A strong speak-up culture reflects an organization that takes its standards seriously. We want employees, temporary staff, suppliers, and anyone affected by our operations to feel safe raising concerns when something is not right, without fear of retaliation.

Our Whistleblower Policy provides a confidential channel for reporting serious misconduct, including legal or Code of Conduct breaches, fraud, dishonesty, unsafe working conditions, and human rights violations such as modern slavery, harassment, or discrimination. Reports may be made anonymously and are investigated thoroughly, fairly, and confidentially, with appropriate support available to those involved.

Anyone can raise a concern through any of three independent channels: the local channel operated by each operating company and published on most websites, the RGF Staffing HQ web portal, or the reporting channel maintained by our parent company, Recruit Holdings. Reporting is available where local law permits. All submissions are reviewed under a defined triage protocol with Risk and Compliance oversight.



Protect

Responsible AI & Data Privacy

Why it matters

AI is transforming the world of work at an unprecedented pace, reshaping how jobs are created, how skills are valued, and how people connect to meaningful employment. These same technologies are making learning and skill-building more accessible than ever, and we are putting these tools to use in a way that allows for adaptation, growth, and advancement within reach of the people we serve. As a staffing company, our role is to help people connect to that opportunity and remain sustainably employable.

Responsible use of AI is about unlocking the value of these technologies in a way that is fair, transparent, and aligned with our values while working to guard against discrimination in recruitment and employment decisions, and ensure that AI supports fair access to opportunity. The EU AI Act, which classifies AI used in recruitment and HR decision-making as high-risk, applies to our European operations; beyond Europe, we have chosen to adopt several of its principles as global best practices not because they are legally required across every market, but because they reflect how we believe AI should be governed.

AI governance carries its own set of requirements and needs. As we leverage AI, we keep the focus, principles, and guidelines of privacy governance in mind. We handle large volumes of sensitive personal data, identity details, salary information, national identification numbers, and other information. Data protection remains one of our top priorities.

To put these commitments into practice, we have established an AI Governance Center of Excellence in FY2025, beginning with a focus on AI literacy across our organization. Building on that foundation, we will expand its scope to include additional governance requirements. It provides a central function for setting standards, sharing best practices, and maintaining consistent oversight of how AI is developed and deployed across our operating companies. Drawing on expertise from compliance, legal, risk, and information security, the Center guides responsible adoption, evaluates AI systems for fairness and transparency, and ensures that innovation across our diverse local markets is grounded in a common set of principles.

How we made progress in FY2025

We began laying the groundwork in FY2025 for a more structured and responsible approach to AI governance across RGF Staffing, building on the same federated model we already use for risk and compliance: global standards and oversight set at our head office, with local ownership and execution within each operating company. This includes a second update to our AI Utilization Policy, a structured process to assess and classify AI systems before and during use, a process to provide human oversight to high-risk AI, monitoring for fair use via metrics and a central registry to track AI usage and ensure accountability across our network.

Key figures

FY2025



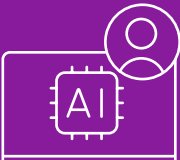
Number of critical or security data breaches
0



Total AI systems on AI register
119
(FY2024: 60)



Total high risk AI systems on AI register
35
(FY2024: 19)



AI literacy training (average completion rate)
92%
(FY2024: 94%)

As part of our ambition for Responsible AI, we are targeting ISO 42001 certification which is the international standard for AI management systems by May 2027. We are taking a deliberate, step-by-step approach: starting with the level of governance required today, and building further as both regulation and our own use of AI continues to evolve.

AI Governance and Privacy go hand in hand and privacy is a top risk. Therefore, in FY2024, we initiated a three-year program to obtain ISO 27001 certification across all of RGF Staffing. The objective was to reaffirm our commitment to protecting the privacy of employees, temporary staff, and other stakeholders in line with our Privacy Policy. As well, we have been preparing for kick off the ISO 27701 privacy certification in FY2026.

Opportunities & challenges

AI is advancing rapidly across recruiting, sales, and our internal processes, and we see real opportunity in this. We expect it to improve efficiency and grow the pool of people who find a place in the labor market. At the same time, this potential comes with real risks: AI can embed or amplify discrimination in ways that are not always immediately visible. As adoption accelerates, we believe it must be guided by a structured approach that ensures fairness, transparency, and accountability.

At RGF Staffing, responsible AI and innovation go hand in hand. Through our federated governance model, our AI Governance Program is establishing the frameworks, controls, and oversight needed to support both. This includes testing the systems we use, embedding human oversight at key decision points, and continuously evaluating whether outcomes remain fair for everyone.

AI is evolving faster than most governance frameworks can keep up with, creating a natural tension between the speed of adoption and the care required to govern it responsibly. This is a balance we expect to continue navigating over the coming years. As technology and regulation continue to evolve, we will further strengthen and refine our approach to ensure AI is used in a way that supports our business, protects our stakeholders, and upholds the trust of our clients and candidates.



Report

Regulatory landscape

CSRD and SSBJ

As part of Recruit Holdings, our Japanese parent company, we operate within a layered regulatory environment that begins at group level. Recruit Holdings prepares CSRD reporting on a consolidated basis and our reporting obligation has been pushed back to FY2028 under the EU's Omnibus ‘Stop-the-Clock’ directive.

This timing aligns closely with Japan's emerging disclosure framework, the Sustainability Standards Board of Japan (SSBJ), which is broadly aligned with the global frameworks of the International Sustainability Standards Board (ISSB). While currently voluntary, SSBJ is expected to become mandatory in phases from FY2027 for large, listed companies such as Recruit Holdings. Together, these two frameworks mean our group-level reporting is shaped by regulatory developments in both Europe and Japan, and we are preparing for both in parallel. In collaboration with RHC we started our preparations with all operating companies for both standards early and remain well on track. Each year, we see the quality of our underlying data improve, giving us a stronger foundation to report on with confidence.

Local legislation

In addition to group-level reporting, we are subject to local regulatory requirements in the markets where we operate. For instance, in Australia, we publish an annual Modern Slavery Statement and comply with Workplace Gender Equality Agency (WGEA) reporting requirements in line with applicable legislation. Australia has also introduced a phased mandatory climate-

related financial disclosure regime, the Australian Sustainability Reporting Standards (ASRS), which are broadly aligned with the global frameworks of the International Sustainability Standards Board (ISSB). Our Australian operations report in line with these requirements, with third-party assurance applied accordance with the phased framework.

In the USA, we comply with relevant climate disclosure requirements, including those in California. As more countries introduce their own sustainability and climate disclosure laws, we expect this local layer of regulation to keep expanding, and we monitor these developments closely across all ten operating companies.

EcoVadis and voluntary certifications

To complement these legal obligations, we also choose to be assessed by EcoVadis, an independent body that benchmarks our sustainability performance across four pillars: Environment, Labor & Human Rights, Ethics, and Sustainable Procurement. Rather than a one-off check, it's a yearly exercise that pushes us to keep strengthening our processes, and gives our clients and partners an independent, comparable reference point for how we perform against thousands of other companies worldwide.

We pursue the same ambition through voluntary certifications such as ISO 14001, ISO 45001 and ISO 27001, which give clients and partners independent assurance that our environmental and information security practices meet recognized international standards. Our diverse aspirations show that we use external benchmarks to hold ourselves to a higher standard.

Key figures

FY2025



Number of operating companies with an ISO 14001 certificate

4 out of 10

(FY2024: 4 out of 10)



Number of operating companies with an ISO 27001 certificate

8 out of 10

(FY2024: 4 out of 10)



Operating companies assessed by EcoVadis

10 out of 10

(FY2024: 9 out of 10)



CSI Companies - USA

From Gold to Platinum in a single year

The challenge

Our clients increasingly evaluate their IT staffing partners not just on service delivery, but on sustainability credentials. For us, the question was how to demonstrate that our commitment to responsible business practices was real, measurable, and improving – not just a statement on paper.

What we did

When we submitted our first EcoVadis assessment in FY2024, we received a Gold medal – a strong result for a first-year submission. Rather than treating that as the finish line, we used it as a baseline. In FY2025, we deepened our sustainability approach across all four EcoVadis dimensions: Environment, Labor & Human Rights, Ethics, and Sustainable Procurement. This meant embedding clearer accountability into day-to-day operations, strengthening governance and documentation, and ensuring sustainability was part of long-term business planning.

Impact

The result: a Platinum medal in FY2025 – placing us in the top 1% of all organizations assessed by EcoVadis globally. But the business value goes beyond the medal. Stronger sustainability governance has improved our risk management, enhanced our credibility with key clients who require high sustainability standards as a condition of partnership, and created a more resilient foundation for growth.



“Our sustainability progress in FY2025 reflects a deliberate aspiration to embedding responsible business practices into the way we operate, govern, and grow. Achieving EcoVadis Platinum is a strong validation of that discipline and of the high standards we hold ourselves to as an organization.”

Alisha Clough, CHRO & Sustainability Lead, CSI Companies

Accountability

Reporting scope & boundaries

This report covers the fiscal year from 1 April 2025 to 31 March 2026 (FY2025) and is the second sustainability progress report we have published at RGF Staffing level.

The report covers all ten operating companies within RGF Staffing globally, spanning Europe, North America, Asia Pacific, and Japan. Six of these operating companies also publish a Local Addendum alongside this HQ report, providing more detail on initiatives and figures specific to their market: Staff Service Group (Japan), RGF Staffing ANZ (Australia & New Zealand), RGF Staffing HKSG (Hong Kong & Singapore), RGF Staffing the Netherlands, RGF Staffing Belgium, and Staffmark Group (USA). Where data or examples in this report relate to a specific operating company, this is indicated explicitly.

Unless stated otherwise, figures and progress described in this report relate to RGF Staffing as a whole. Where we are still building out data collection or verification processes (for example for certain environmental or workforce metrics) we state this explicitly, rather than presenting incomplete data as final. This report is published in English, which is the authoritative version. Where translations are provided, they are intended to support local accessibility; in the event of any discrepancy, the English version prevails.

This report has not been subject to external assurance. We see this as a natural next step as our data and reporting processes continue to mature, and we will clearly indicate if and when this changes.

This report should be read alongside the relevant disclosures of our parent company, Recruit Holdings, which prepares its own [sustainability data book](#) and CSRD reporting on a consolidated group basis.

Who is behind this report

Sustainability at RGF Staffing is overseen at RGF Staffing’s holding level by our Chief Sustainability Officer, working closely with sustainability leads across our ten operating companies, guided by our executive leadership. This report focuses on the topics that matter most to our business and our stakeholders, identified through ongoing dialogue with employees, clients, candidates, and our parent company, Recruit Holdings. A full overview of our governance structure, stakeholder engagement approach, and materiality assessment can be found [here](#).



Contact

For any questions, feedback, or suggestions regarding sustainability at RGF Staffing, please contact us at sustainability@rgfstaffing.com.

- [Home | RGF Staffing | A leading global network of HR service providers](#)
- [Home | RGF Connect | Bridging gaps and breaking down barriers to employment](#)
- [Recruit Holdings](#)
- [Recruit Holdings Sustainability Data Book](#)
- [Recruit Group Profile: Inside Out 2025](#)
- [RGF Staffing Code of Conduct](#)

