

A man and a woman are smiling and looking at each other in an office setting. The man is wearing a blue polo shirt, and the woman is wearing a light green blazer over a white top. In the background, there is a large window with a grid pattern and another person working at a desk.

equity, technology, and talent

nurturing authenticity
in the workplace.



randstad

human forward.

content.

1

up to code: how tech shapes workplaces of the future

2

thrive in flux: growth and learning for the modern worker

3

beyond the bottom lines: the critical role of ESG in talent engagement

4

strength in diversity: fostering ED&IB for stronger teams

5

tried and tested: strategies for building a positive culture



the changing social contract between the employer and employee.

The talent market is facing a wave of global developments that range from ageing populations to significant technological advances. The fast-growing imbalance between in-demand jobs and available skilled talent calls for companies to be more fluid in running their workforces and work harder to find, attract, and retain the right people. This polarity is what we call 'talent scarcity'.

Organisations can no longer expect to find ready-made talent to fill all their vacancies, innovate, and drive their business growth. Employers also need to foster a supportive environment that meets the developmental and social needs of their employees to better retain their talent.

At the same time, talent will need to move away from expecting a straightforward linear career path. They should focus on developing their skills, competencies, and strengths throughout their work lives as jobs continue to transform through technology and sustainability developments.



our changing views on who we want to bring to work.

In the past, there was a 'work you' and a 'home you'.

We separated our work lives from our personal lives, leaving our true selves at home when we went to work. Personal details about our lives were also often omitted from conversations with our colleagues in an attempt to be more professional and gain respect.

However, quick access to information and a rise in social consciousness have altered this paradigm.

From remote work to well-being; using advanced digital tools to foster camaraderie, what employees look for and value in an organisation has shifted. Consequently, the nature of our work—and our professional sense of purpose—have changed significantly.

These days, what we do at work shapes our personal decisions, making significant impacts on our financial and familial decisions. In a way, what we experience at work shapes the narrative of our conversations with friends and family.

As much as work has found a place in our personal lives, our personal lives have also intertwined with our work. We seek the ability to bring our personal selves to work, fostering an environment of authenticity and confidence with bosses and colleagues while earning and upholding their trust.

Many job seekers and employees seek an employer that aligns with their values because they want to work without compromising their personal identity.



While there is still an ongoing debate about who should establish the 'values' in a company—the employer, the employee, or a mix of both—a good place to start would be by defining and understanding the meaning of 'employee values', 'equity,' and 'equitable employer'.

being an equitable employer

The world of work is experiencing transformative change, and we lead conversations and efforts to foster fairer, diverse and inclusive workplaces. In line with our ambition to become the world's most equitable and specialised talent company, we strive to remove the barriers that can get in the way of people reaching their full potential.

While equality is about everyone getting the same resources regardless of their starting point, equity recognises that each person has different circumstances and will need different resources and opportunities to reach an equal outcome.

Without equity, reaching equality is a more difficult challenge. By promoting equal opportunities and driving more inclusive labour markets, we enable talent and companies to thrive in an ever-changing world of work.





employee values

Employee values are beliefs, motivations and ethical standards that are important to workers. Their values help them identify organisations they would like to work for and guide their behaviours and interactions in the workplace.

Employers need to understand what each individual values and why so they can create a strong, positive, and engaged workplace where everyone feels they belong.

Values, of course, exist on a spectrum. In this white paper, we will explore five sections categorising individual values that matter to employers.

We will also understand how everyone in an organisation can and should be responsible for upholding the company's values, as alignment is key to moving all employees towards shared objectives and common goals.

1

up to code

how tech shapes
workplaces of the future.



Technology has made us more productive, connected and efficient. However, there are aspects of technology that are beginning to cause concerns among the workforce. The OECD estimates that 1.1 billion jobs will be impacted by technology in the next decade¹.

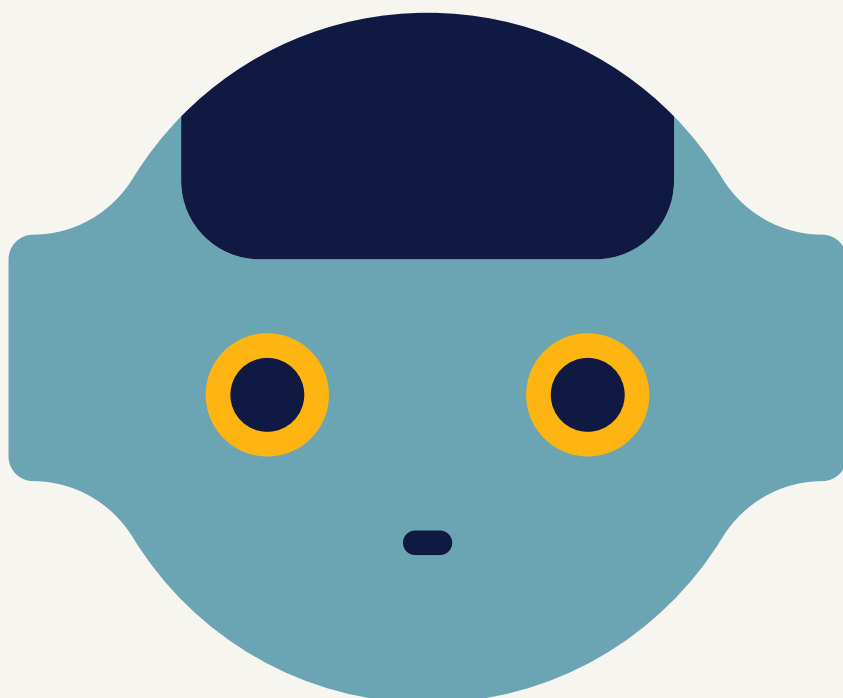
In this chapter, we will look at employee responses to technological advances and how employers can use technology to meet their workforce expectations and needs.

dealing with the fear of AI

Randstad's 2023 Talent Trends² research found that 69% of employers believe the increase in automation has impacted workforce planning and shifted the types of talent needed for highly skilled roles.

With automation and artificial intelligence (AI) now at the forefront of business and workforce strategies, more and more people are voicing their concerns that technology will advance to a point where humans are no longer needed to do jobs.

However, is this fear justified?





The ongoing technological revolution has ushered in novel tech-related roles, such as AI and machine learning specialists, digital efficiency enhancers and more. This trend extends into tech-adjacent industries as well, creating jobs like business intelligence analysts and growth marketing leads. Even traditional industries like manufacturing and healthcare are harnessing technology to create new digital jobs and improve overall outcomes.

Technology will lead to job losses only if we allow it to happen. Embracing these exciting opportunities holds the key to finding a balance between human expertise and technology.

For employees who are willing to upskill and learn to use technology, the fear of AI taking over their jobs could turn into an opportunity for them.

Companies often find themselves in a dilemma, torn between encouraging employees to steer their careers and treading cautiously to avoid overly disruptive shifts in work and learning dynamics.

This double whammy becomes more pronounced when 37% of talent leaders believe their competitors are outspending them in AI, automation, and robotics². Embracing and leveraging AI is now imperative in the world of work, requiring employers to reshape workforce attitudes and create excitement for employees to improve their skill sets and boost productivity.



case study

IBM.

IBM, a multinational technology corporation, has implemented a range of initiatives to empower its workforce in the digital age. Through the AI Skills Academy, more than 300,000 employees have developed technical and business skills related to AI since 2018, fostering a culture of ongoing learning and innovation.

Furthermore, the Automation Innovation Hub equips employees with tools to automate tasks using chatbots and cognitive assistants, streamlining more than 50 million work hours annually³.

These robust investments have yielded positive outcomes, including a 3.8% lower voluntary attrition rate compared to the industry average of 13.2%. In 2022, the company attracted more than 1.5 million job applications⁴, underlining the strong demand for IBM employment.

leveraging technology for productivity and flexibility

Companies can harness technology by using talent insights to find better ways to succeed. This involves skill mapping for future needs, identifying high-potential talent and keeping an eye on industry trends.

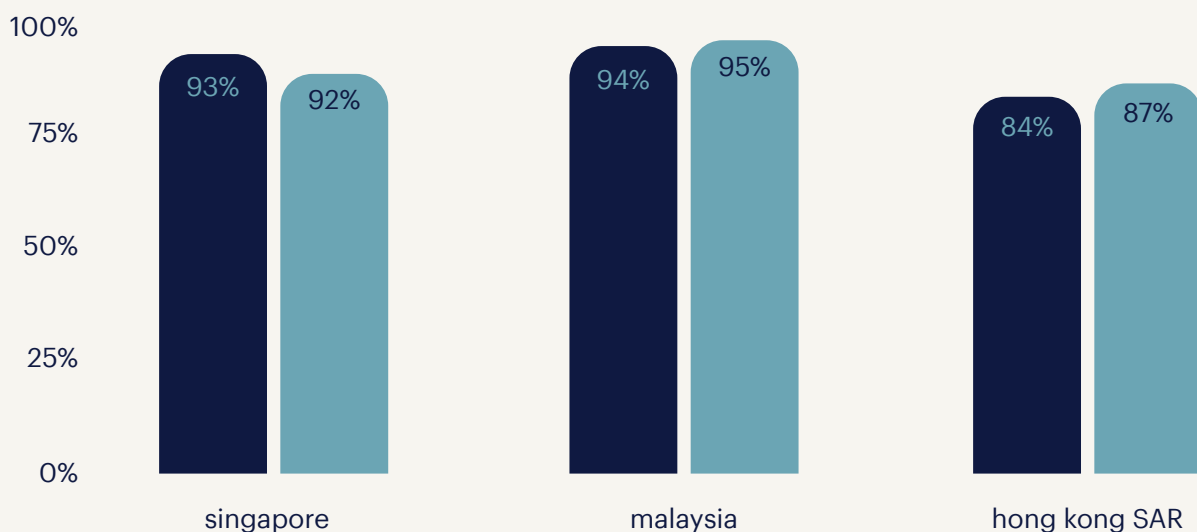
Business leaders also need to be aware of how other companies and industries are transforming to evaluate whether digital tools and applications can be adapted to their own operations. This helps companies make data-driven decisions to reduce turnover and remain ahead of the game.

An easy example of how technology has transformed the world of work is flexible working arrangements.

The last three years have shown us that most jobs can be performed efficiently remotely, without the need for the employee to be in an office, five days a week.

We also know from the latest Employer Brand Research report by Randstad that employees in Asia, particularly Gen-Zers and Millennials, consider flexible working arrangements as one of the most important non-monetary benefits when choosing an employer⁵.

flexible working arrangements as one of the most important non-monetary benefits when picking employers



Additional data from Randstad's 2023 Workmonitor found 83% of employees globally prefer a flexible workday alongside a flexible location (71%)⁶.

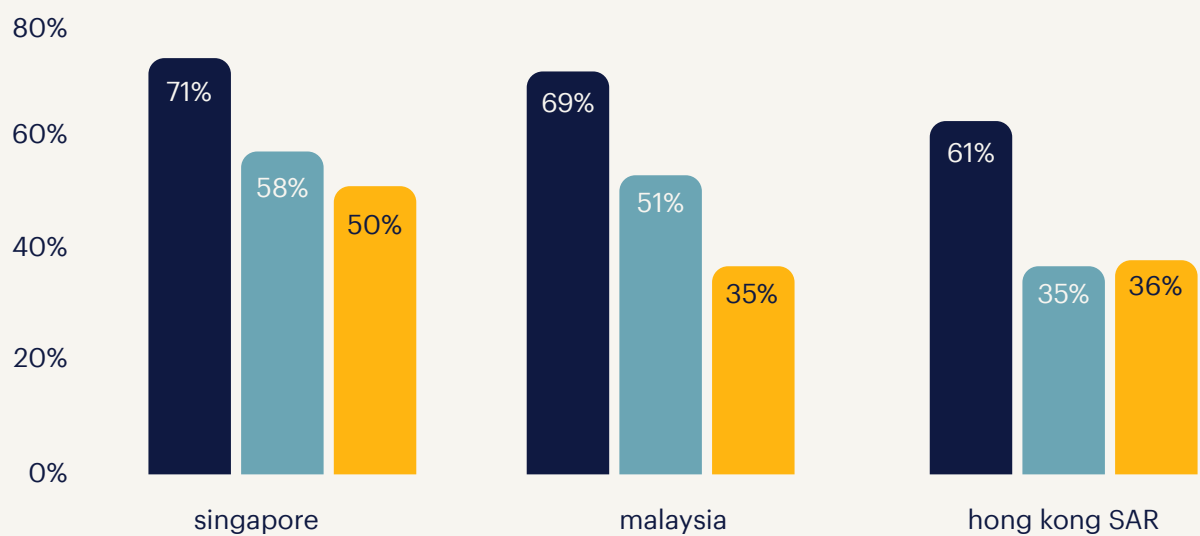
Flexible working not only cuts commute time and work-related expenses but also, as highlighted in our 2022 Reimagine Work white paper, improves the sense of autonomy among employees as they have more control over how they want to spend their time.

Despite the majority of the workforce now expecting to work in a hybrid or remote manner, the same employer brand report found that more workers are returning to offices since 2021.

With the 2023 Workmonitor report stating two in five employees would turn down a job because of poor work flexibility, employers must be able to meet workforce expectations or risk triggering a shift in employee engagement, motivation or retention⁷.



responded 'yes (only)' and 'yes (partly)'
to working remotely/from home



2021 2022 2023

When employees work independently and remotely, they can enhance soft skills like communication, creative thinking, critical analysis and time management.

By embracing flexible work, companies can meet modern workforce expectations and preferences while enjoying benefits like improved employee satisfaction and retention.

Employers are expected to support and meet employees' needs by providing resources and tools that can help them work effectively from anywhere and anytime they want, while still being able to build meaningful connections that extend beyond the confines of virtual communication.



This chapter unveils employee responses and the potential of technology, spotlighting the dynamic interplay of AI, automation and the intricate balance of empowerment and adaptability.

Here are five questions you can ask your peers and employees to evaluate your organisation's performance and preparedness for rapid technology developments, while protecting and advancing the interests of your employees.

1. How actively are we addressing our employees' concerns about the impact of technology on their roles and the workforce as a whole?
2. How can we cultivate an environment where employees see technology as an opportunity rather than a threat to their jobs, promoting a balanced coexistence between human expertise and technology?
3. How are we leveraging technology to create new opportunities for our workforce, especially with the evolving job landscape due to automation and AI?
4. How well are we aligning our company's values with the technological changes in the workplace, considering our employees' values and aspirations?
5. Are we equipping our employees with the necessary tools and resources to upskill and adapt to technological advancements?



2

thrive in flux

growth and learning
for the modern worker.

The World Economic Forum's Future of Jobs report found that nearly half (44%) of employers estimate their workers' skills will be disrupted in the next five years⁸. Coupled with the fact that 60% of workers require training before 2027 and only half expect to have access to adequate training opportunities, there is immense pressure on employers to prioritise learning and development.

In an equitable workforce, employers empower their employees with tools and resources to leverage advancing technology, thus enhancing job efficiency. The soft skills gap can be bridged by fostering stronger relationships at work and offering collaborative avenues to work on new projects that stretch employees' capabilities.

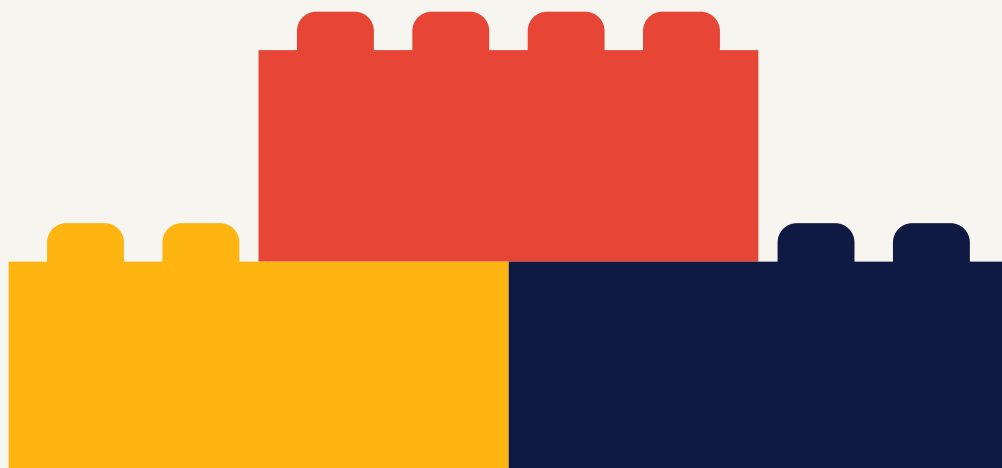
the importance of skills development

According to Randstad's 2023 Talent Trends report, 76% of more than 900 C-suite and human capital leaders across 18 markets said they are placing a greater emphasis on skills development and career engagement⁹.

The same report found that 57% of talent leaders are already investing in career coaching technologies, 63% in training and development platforms and 45% in gamification with virtual and augmented reality.

Already, the majority of employers know how important skills development is in empowering their talent to perform more effectively and efficiently at work. Over the years, we have also seen more companies investing in people development through learning and development, internal job mobility, mentorship programmes and more.

Still, with the growing demand for more complex and sophisticated skill development, are these efforts enough in the eyes of an employee?





the time to resolve disparities in learning & development is now

Companies ranked both soft and hard skills, including analytical thinking, creative thinking, AI, and big data, as well as leadership and social influence, as key focuses for upskilling and reskilling by 2027¹⁰.

In line with the United Nations' Sustainable Development Goals, many governments and institutions are calling for policies and increased funding in adult education, training and continuous lifelong learning¹⁰.

However, even though leaders and HR professionals have all the intentions of upskilling and reskilling their workforce with clear objectives to meet, achieving these outcomes presents a challenge in itself.

One complex hurdle is providing value through learning and development (L&D), with gender gaps extending beyond pay differences. While women and men often start off their L&D journeys equally, the gap is seen to widen as proficiency increases.

Interestingly, women were found to be relatively more efficient than men in attaining proficiency levels. In areas such as cognitive skills, management and engagement skills as well as ethical and technological skills, women were seen to achieve higher proficiency levels in less time compared to men.

However, when it comes to technology skills, there is a 29% difference between parity in attaining beginner level (76%) and advanced level (47%), as the 2023 Global Gender Gap Report found¹⁰.

This shows that even when there is parity at lower proficiency levels, the balance shifts as individuals advance in their skills lead to larger disparities between genders. This suggests that there may be systemic or societal factors that contribute to these widening gaps as people become more skilled in certain areas.

Addressing the young working population is yet another challenge that employers have to overcome. While the youth population aged between 15 and 24 grew by 30% between 1999 and 2019, their global labour force participation rate decreased by approximately 12%.

Neglecting the growth needs of our youths today could present significant challenges in the future as companies face the struggle to find the skilled talent required to maintain optimal business outcomes and create new growth opportunities.

To be an equitable organisation with a diverse workforce that thrives, inclusion needs to happen at every touchpoint with the employee. This means being able to recognise that capabilities and competencies vary across different genders, breaking down barriers that might hinder individuals, and knowing how to support everyone to achieve their full potential, regardless of who they are.



Navigating the skills disruption brought about by technological advancements, employers must create equitable opportunities to champion a diverse workforce that is aligned with shared values.

Here are five questions to evaluate how prepared your company is to navigate the impacts of technology, while supporting your employees in developing their personal and technical skills, regardless of their background.

1. How well do we address employees' concerns about technology's impact on skills and job roles?
2. Are we addressing gender and age discrimination in our learning and development initiatives to ensure opportunities for all?
3. How are we enhancing soft skills and encouraging collaborative growth across the organisation?
4. How are we aligning our company values with our employee's aspirations and skill development expectations?
5. How are we leveraging technology for our focus on skills development?

A young man with curly hair, wearing a red and black plaid shirt over a grey t-shirt, is smiling and leaning forward at a desk. He is holding a dark circular object. The background is a blurred office space with a whiteboard and various papers. A large white number '3' is overlaid on the left side of the image.

3

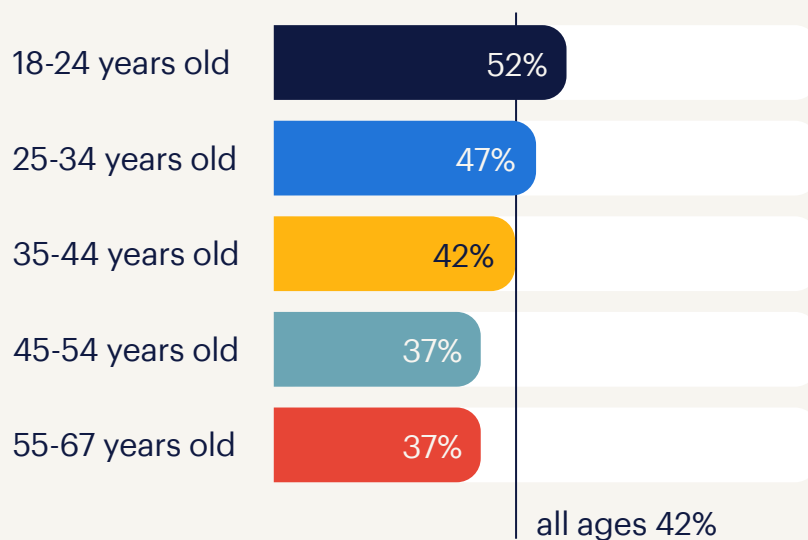
beyond the
bottom line

the critical role of ESG
in talent engagement.

For many, joining a company that engages with pressing issues like climate change holds significance. It allows job seekers and employees to align their values with the company's mission, contributing to a larger purpose and making the world a better place to live.

In the 2023 Workmonitor report, 77% said it is important that employers' values and purposes revolve around sustainability. 42% said they would not work for an organisation that is not making proactive efforts to be more sustainable⁶.

I wouldn't accept a job with a business that doesn't align with my values on social and environmental issues



This need for alignment when it comes to sustainability was more pronounced in the younger group of respondents (18–34 years old).

the role of sustainability in attracting and retaining talent

In today's interconnected world, where access to information shapes perspective, Gen-Zers and Millennials exhibit a strong passion for social issues like climate change and sustainability. Even more experienced workers are embracing renewable energy and sustainable business practices by setting clear company goals and creating new industry reporting standards.

Working for an environmentally conscious organisation allows employees to channel their passion for sustainability into their daily work, knowing that their efforts will directly contribute to mitigating the detrimental effects of climate change.

The youngest members of the workforce represent the workforce's long-term future. Thus, companies championing strategies that curtail carbon emissions, endorse environmental conservation, and promote eco-friendly practices will be the ones to win the talent war.



building a climate-conscious culture

A climate-conscious company not only delivers the satisfaction of working towards a better future for the planet to its workforce but will also create more jobs in the next five years.

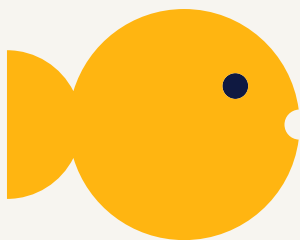
The number of green jobs is increasing globally, with an estimated 30 million jobs created in clean energy, efficiency, and low-emission technologies by 2030⁸.

Around the world, organisations have pledged efforts towards a green transition, recognising both the significance of Environmental, Social, and Governance (ESG) in the modern workplace and the potential for this shift to drive job expansion in the coming years.

As highlighted by the Future of Jobs report, 86% of organisations believe that the broader application of ESG standards will likely drive transformation in their companies over the next five years⁸.

These job transformations provide employees with opportunities to acquire knowledge and expertise in sustainability practices, renewable technologies and environmental stewardship. This same exposure that they get from working in green jobs enhances their skill set, making them valuable assets in an increasingly environment-focused job market.

It's easy to see then how organisations that are deeply engaged in climate action tend to excel at fostering collaborative, innovative, and purpose-driven cultures too.



Employees working in a climate-conscious work culture get to collaborate with like-minded colleagues who are equally enthusiastic about sustainability. This shared commitment cultivates a keen sense of camaraderie and engagement, fuelling creativity and driving collective efforts towards achieving shared environmental goals.

Choosing to join a climate-centric company offers employees a fulfilling professional journey, aligning their values with career aspirations while contributing to positive change. Such commitment fuels a profound sense of pride and accomplishment among employees, knowing that their work is making a difference and leaving a lasting impact.

As we journey through the final chapters, we will delve deeper into these themes, providing actionable insights and strategies for cultivating work environments that resonate with employees' values and dreams.



4 considerations when building a climate-conscious culture

1. Identify the goals your organisation wants to achieve and set a timeline. Being climate-conscious means many things to many people, so make sure everyone in your organisation is both aligned and brought into the conversation.
2. Find ways to include employees in conversations from the start. You could consider everything from starting an employee resource group, to adding ESG to the strategic agenda. Use the goals you have identified to determine the best way to engage with employees.
3. Regardless of whether your company decides on small steps or a comprehensive effort, think about having employee advocates to drive your strategies. These employees would be on the ground and have the network within the organisation that you will need to influence change from the bottom up.
4. Explore opportunities to partner with experts. Whether it is bringing in external facilitators to help set up the cornerstones of your climate-conscious culture, or leaning on organisations that provide HR and consultation services, there are always resources available to get you started.

A modern office interior with a blue and orange color scheme. In the foreground, a man with glasses is working at a computer. In the background, a woman is also working. The office has large windows, modern lighting, and a potted plant.

4

strength in diversity

fostering ED&IB for
stronger teams.



The topic of diversity and inclusion (D&I) has gained significant traction in the corporate world in recent years. According to Google Trends, the search term 'diversity and inclusion' has experienced a three-fold increase between 2010 and 2022, indicating a growing interest in this subject matter¹¹.

Employers and employees alike are actively seeking information on how to promote diversity and inclusion in the workplace. However, mere curiosity is not enough for meaningful change.

the challenge of inclusivity in asia pacific

Asia Pacific, with its vast population of more than 4 billion people, comprising nearly 50 countries and diverse languages, has seen many companies proudly highlight their diversity.

The risk of not taking the right actions may result in a feeling of insincerity among employees, which can be extremely detrimental to the organisation's goals of engaging its workforce in a meaningful way.

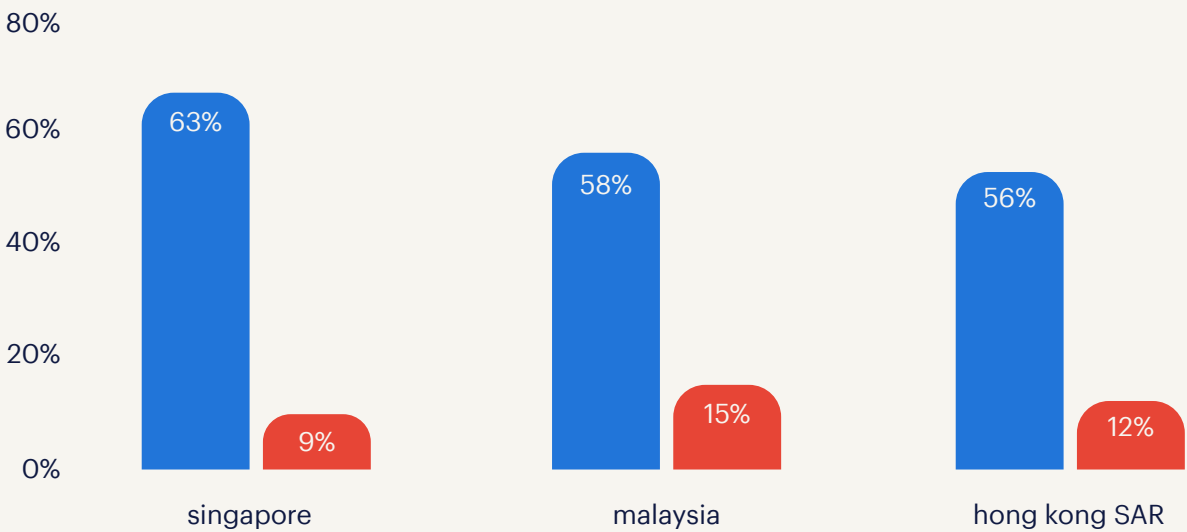
However, it is important to recognise that mere diversity does not guarantee inclusivity, where everyone feels welcomed, accepted and has a sense of belonging. In the pursuit of an inclusive workplace, issues such as pay gaps and discrimination often persist.

the impact of COVID-19 on the gender gap

Gender- and ethnicity-based pay gaps continue to persist despite ongoing efforts by companies and governments to address them. Women, in particular, face gender discrimination like motherhood penalty, singleism and limited career progression opportunities.



my employer has an equal pay policy (gender and ethnicity)

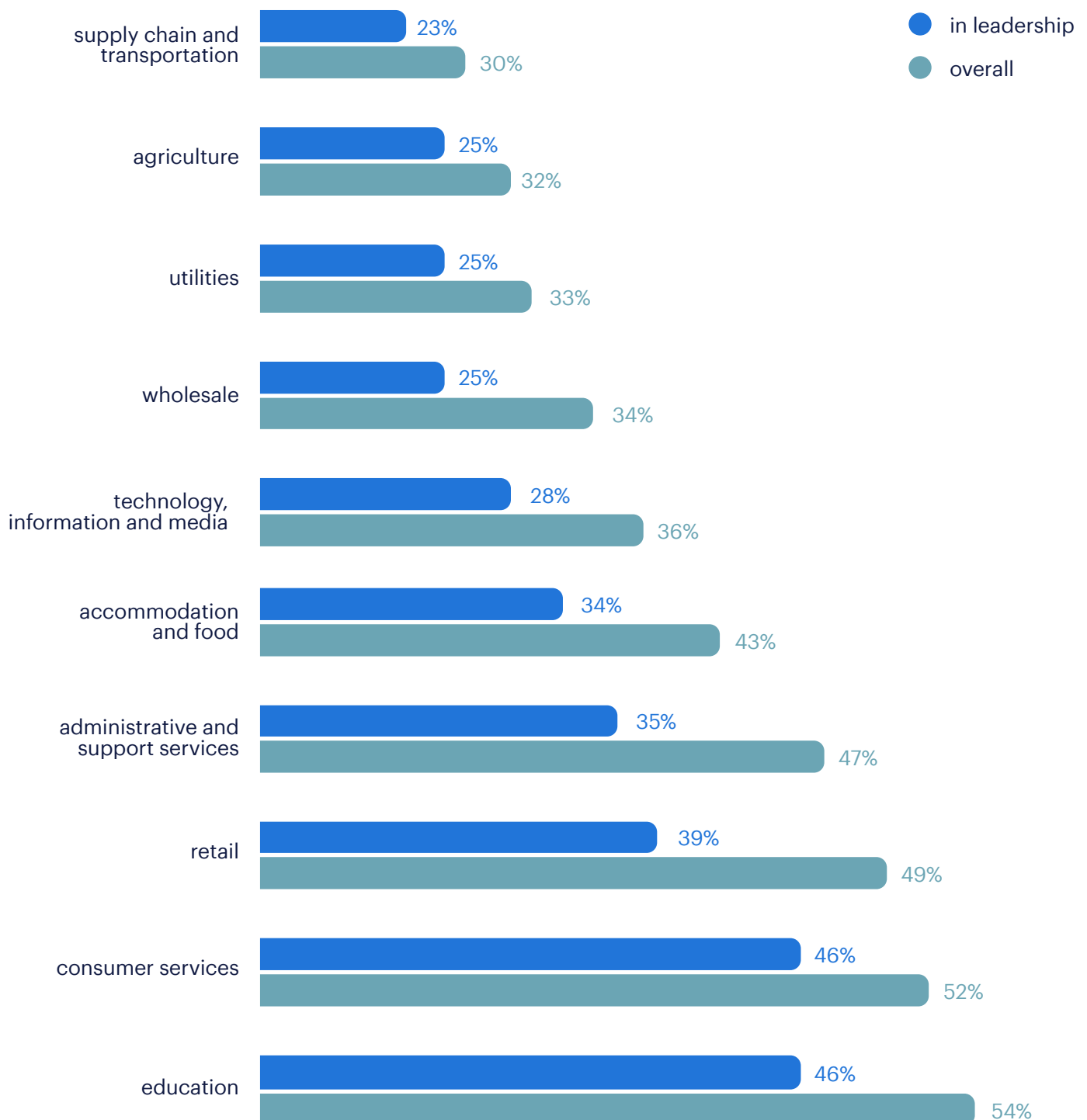


● yes ● no

According to LinkedIn data, women are still underrepresented in leadership positions across all industries. The sectors with the lowest representation of women in leadership positions are Manufacturing (24.6% women), Agriculture (23.3%), Supply Chain and Transportation (23.0%), Oil, Gas and Mining (18.6%), and Infrastructure (16.1%)¹⁰. The disparity is even more evident in higher-ranking positions, where men account for 71.1% of vice president roles and 74.6% of C-suite positions on average¹⁰.

women's representation in the workforce

overall vs. in leadership, by industry, in 2022



Looking towards the future, companies that understand the correlation between genuine ED&IB efforts and business performance will be those to pull ahead.

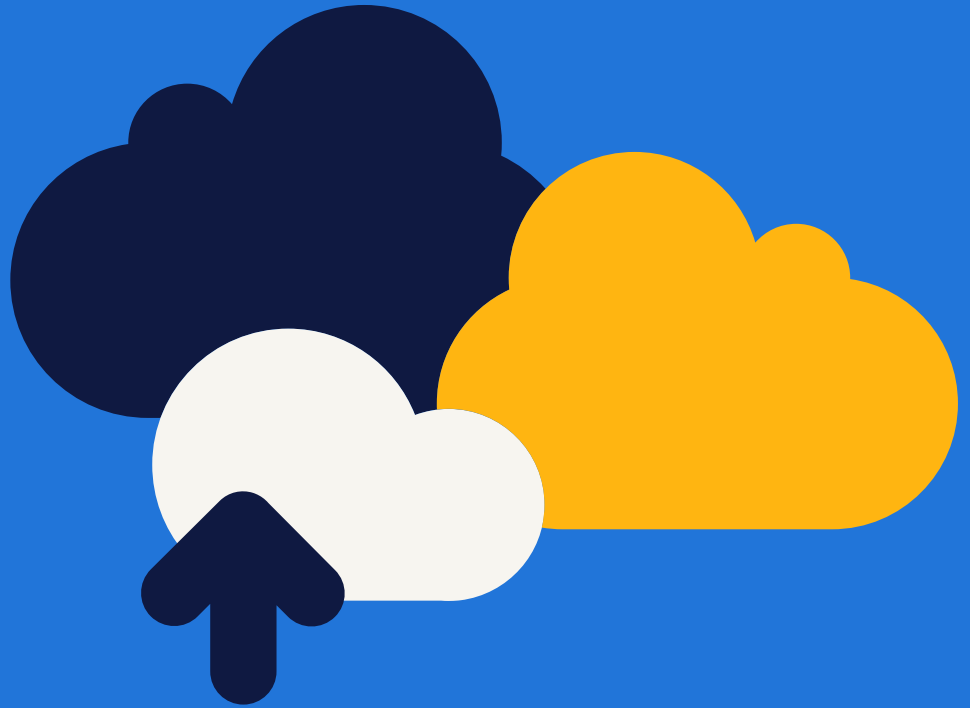
By achieving the United Nations' Sustainable Development Goal (SDG) 5, gender equality has the potential to positively impact several other SDGs such as ending poverty (SDG1); eliminating hunger (SDG2); ensuring health and well-being (SDG3); ensuring inclusive and equitable quality education (SDG4), promoting sustained and inclusive economic growth (SDG8) and reducing inequality within countries (SDG10)¹².

Promoting women's active involvement in the economy and striving for gender equality in leadership positions, are essential for addressing gender disparities.

A comprehensive gender strategy is crucial for attracting top talent and ensuring long-term economic performance and resilience.



case study salesforce.



One example of a company that has gone above and beyond in ensuring gender equality is Salesforce, a cloud-based software company that provides customer relationship management software and applications.

Following an analysis, Salesforce spent \$5.6 million to address any unexplained differences in pay based on gender globally, as well as race or ethnicity in the U.S. Since 2015, the company spent a total of more than \$22 million to close pay gaps.

Based on employee ratings and reviews on Glassdoor¹³, Salesforce was ranked the second-best company for women to work for in 2020.

Through its dedication to gender parity, the company has successfully drawn a more diverse pool of highly qualified talent, reinforcing its commitment to equality and diversity.



are biases here to stay?

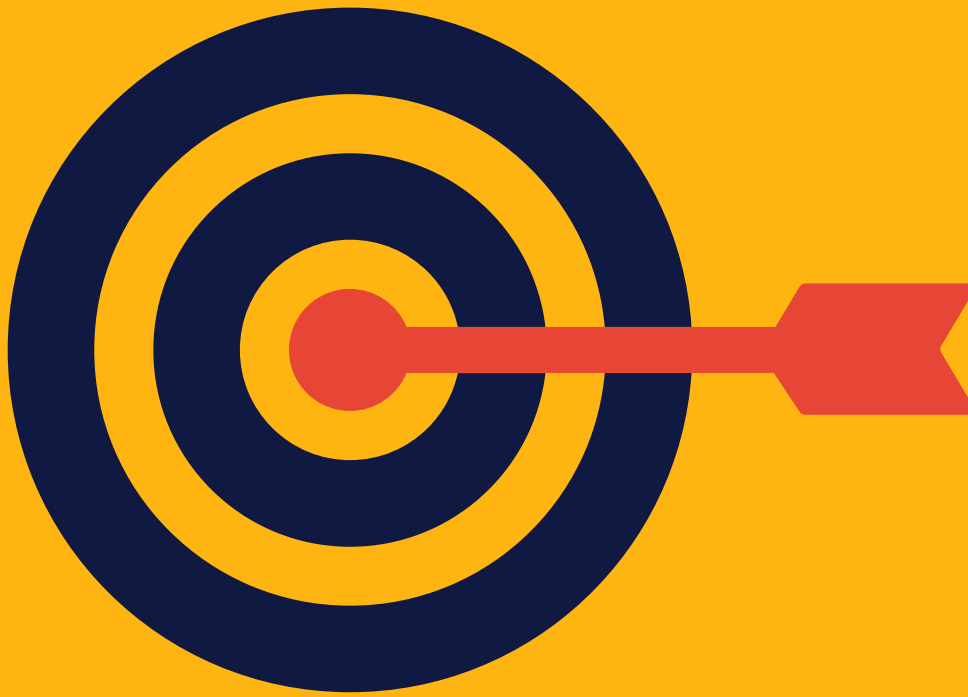
The mere existence of diversity, equality and inclusive (DEI) programmes is insufficient in making meaningful progress.

A WEF insight report identified five key success factors that highly impactful DEI initiatives targeting underrepresented groups shared in common¹⁴, namely:

1. A nuanced understanding of the root causes
2. A meaningful definition of success
3. Accountable and invested business leaders
4. A solution designed for its specific context
5. A rigorous tracking and course correction

Other existing biases that we continue to see in the workforce include those against age and disability, just to name a few.

A 2020 report by Randstad found that in Singapore, nearly a third (31%) of young respondents admitted to having avoided any interaction with mature workers⁶. Conversely, 28% of respondents aged 18 to 35 stated they felt denied promotions because they were too young.



There is evident discrimination against persons with disabilities (PWDs). In 2022, 31.4% of residents with disabilities between the ages of 15 and 64 were employed¹⁵.

According to Hong Kong's Equal Opportunities Commission, a survey of nearly 700 young PWDs found the majority of them encountered significant obstacles in transitioning into the workforce. Nearly a third (32.1%) of the young PWDs also said they felt their employers had ignored their disability¹⁶.

And while 85.1% of the employers surveyed in the same report said they were willing to hire a person with disabilities who had post-secondary qualifications, more than half (52.2%) were concerned about the associated costs¹⁶.

Stereotypes about PWDs persist, leading to an underestimation of their capabilities. This unfounded belief undermines the potential and talents of individuals with disabilities and hinders their opportunities for professional growth and advancement.

Challenging these stereotypes takes time and requires a multi-pronged approach.

To foster an inclusive workplace where people see beyond what is in front of them, companies must create an environment where every individual can bring their authentic selves to work, and where differences are embraced, valued and supported by the organisation.

Simple steps like implementing anti-discrimination policies, conducting awareness training, and establishing a common language for communication can help people take a more active role in breaking down barriers at work. Using technologies such as translation software or making font types that are easier for dyslexic individuals to read and write can also facilitate better understanding and collaboration.

Although growing interest in diversity and inclusion is promising, it's critical to go beyond token gestures and tackle persistent modern workplace challenges.

A woman with long dark hair, wearing a striped shirt, is smiling and looking towards the left. She is sitting at a desk in a modern office with large windows and indoor plants. In the background, another person is working at a desk. The office has a bright, airy feel with natural light coming through the windows.

5

tried and tested

strategies for building
a positive culture.

Having a sense of belonging ties very closely with having strong workplace relationships.

The Randstad Employer Brand Research in 2023 found that 96% of employees in Malaysia believe having good relationships with both their managers and colleagues is an important non-monetary consideration when looking for an employer as it contributes to their satisfaction and happiness. This sentiment was echoed both in Singapore (94%) and Hong Kong SAR (87%)⁵.

Now more than ever, there is a strong desire among employees to feel like they are a part of a team or organisation, with as many as 54% of respondents in the 2023 Workmonitor report saying they would quit if they did not feel as though they belonged at their company⁶.

However, fostering a culture in the workplace with strong and meaningful relationships is easier said than done. In hierarchical organisations and within Asia Pacific, traditional notions of respect can often be deeply ingrained, sometimes overshadowing the process of earning trust.

Despite this cultural inclination, prioritising the process of earning trust from bosses and peers is crucial for building successful and harmonious workplaces.



As trust among employees grows, it fosters an environment where individuals are at ease being open, honest and transparent in their interactions. This heightened candour and transparency significantly enhance communication among team members, fostering improved collaboration and effective problem-solving.

Furthermore, companies that place a significant emphasis on trust are more likely to attract top talent. Job seekers are drawn to organisations that offer security and recognition, and a workplace rooted in trust signals a positive and nurturing atmosphere.

To overcome the prevailing cultural inclination towards respect and create a robust and positive workplace culture that fosters a sense of belonging, companies should consider implementing the following recommendations:



inclusive environment

As we've read throughout this white paper, cultivating an inclusive environment where diversity is celebrated will encourage open dialogue and provide opportunities for employees to build positive workplace relationships.



effective communication

Promote transparent and open communication in the organisation. Regularly share company updates, successes and challenges with the workforce to ensure that employees feel informed and involved in the company's journey.



career development

As established in Chapter 2, organisations that want to create a culture of loyalty and belonging should invest in employee growth and development through upskilling opportunities and career advancement.



employee resource groups

Establish Employee Resource Groups (ERGs) that cater to various affinity groups within the organisation. ERGs provide a platform for employees to connect based on shared interests and experiences, enhancing their sense of belonging.



leadership role modelling

Ensure that leaders within the organisation actively promote and embody the desired workplace culture. When leaders exhibit behaviours that support inclusivity, respect and collaboration, employees are more likely to emulate these values.



reward and recognition

Openly acknowledge and appreciate employees who consistently demonstrate trustworthiness during team meetings to boost their morale and inspire others to follow suit. Organisations can also provide them with leadership responsibilities, special projects or client-facing responsibilities to show that the organisation trusts their judgement and capabilities.

While respect remains an essential aspect of workplace and social dynamics in Asia Pacific, earning trust from peers holds even greater importance in today's context. By integrating these strategies into organisational practices, companies can forge a robust and positive workplace culture that fosters a profound sense of belonging among employees.

let's build a more equitable talent market.



Throughout this white paper, we explored the intersection of work and personal life, the importance of employee values, the impact of technology, as well as the focus on DEI, sustainability and ESG in shaping the modern workplace.

In this environment, in-demand talent can choose from a plethora of job opportunities, seeking workplaces that are aligned with their values and career aspirations. Employers who understand and adapt to these changing dynamics are better positioned to attract and retain top talent in today's highly competitive labour market.

By embracing equity, offering skill development and prioritising sustainability, companies can cultivate an attractive work environment that fosters employee engagement, well-being, and a sense of purpose.



At Randstad, we believe that everyone, regardless of their background, deserves work that provides dignity, security, and purpose. We contribute to creating a more equitable labour market by:

fostering inclusive employment practises in our everyday work

We work hard to remove any unconscious biases from our processes, ensuring accessibility for all, regardless of their background.

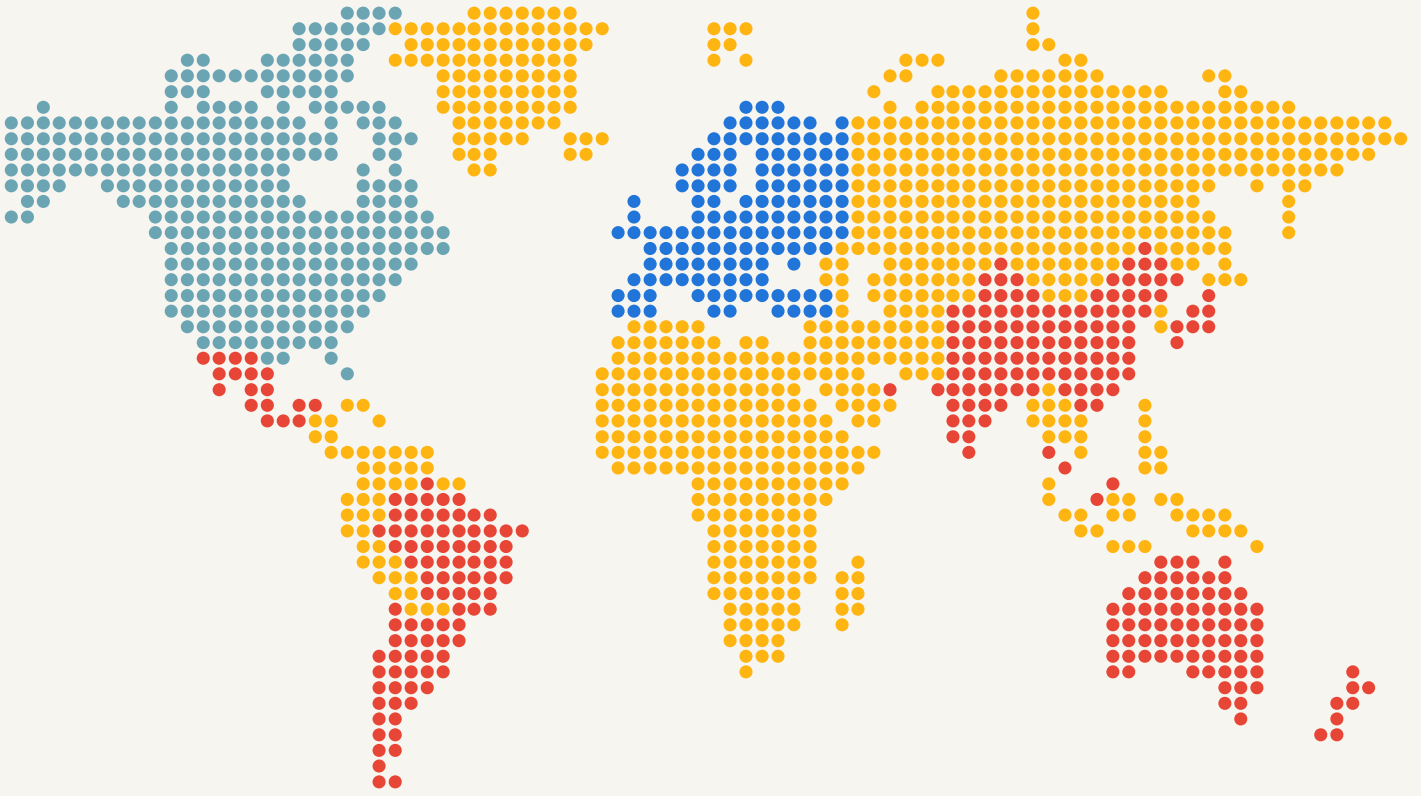
driving impact in underserved communities

Across the world, we work independently and with partners to reach communities that are at particular risk of exclusion from the labour market. We focus on providing equal opportunities for youth, women, people with disabilities and people from diverse ethnic backgrounds, among others.

working to embed ED&IB in our business

Our global diversity and inclusion policy and our human rights policy outline our commitment to supporting inclusion of people in vulnerable positions within the labour market. We have highly engaged global, regional and local Business Resource Groups focused on individuals and allies with disabilities, workers across all generations, culturally diverse workers and women.

We recognise the critical role we play in removing barriers and ensuring access to quality work for all. Our commitment extends to collaborating with our clients, talent and workforce, striving to create equitable opportunities for people from diverse backgrounds.



randstad – the world's largest talent company.

As the world's largest talent company, we support people and organisations in realising their full potential. We strive to move them forward because we understand that your success depends on the people around you.

Randstad believes in the power of people and matches the right talent to the right employers. By serving as a trusted human partner in today's ever-changing world of talent, we help people secure rewarding jobs and find their purpose in work and life.

helping you find the right talent

As employer branding and talent recruitment experts, we combine both global knowledge and local insights to help you transform your employer brand into the most powerful attraction and retention tool you have. We specialise in helping leaders build an exceptional team of professionals and develop more effective workforce strategies.

Connect with our local teams for more information on our HR and talent recruitment services.

references.

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