

ANNUAL REPORT 2015





2015 ANNUAL REPORT

FORWARD-LOOKING STATEMENT

This annual report contains certain forward-looking statements regarding the financial situation and results of USG People N.V., as well as a number of associated plans and objectives. Forward-looking statements by their nature can provide no guarantee for the future. As a result of various factors actual results may differ from current expectations. These factors may include changes in tax rates, mergers and acquisitions, economic developments and changes in labour legislation. The forward-looking statements in this annual report are current at the time the report was adopted and provide no guarantees for the future. The annual report is available in Dutch and English. In the event of ambiguities, the Dutch text shall prevail.

ABOUT THIS REPORT

This annual report provides an account of the development of our activities in 2015. Our governance is focused on representing the interests of all our stakeholders well. We are connected to our stakeholders and are highly committed to transparency. This constitutes a starting point for our reporting. In this integrated annual report we not only provide legally mandatory information but also information on the development of the interests of our company's stakeholders, including our contribution to the society in which we live and the environment.

RELEVANT THEMES

Our strategy, trends in society and dialogue with stakeholders form the basis when determining the subjects we report on. This is based on the added value they provide to the various stakeholders and their contribution to the continuity of the company. The materiality of possible subjects is evaluated with internal representatives of our stakeholders. The importance of the most relevant and high-impact subjects is determined based on their assessment.

Stakeholders generally selected themes that are associated with our day-to-day operations, e.g. customer satisfaction and financial performance. In addition a great deal of importance was also given to our governance, with topics such as transparency, compliance and ethical conduct being prioritised. They also attach great importance to themes that will enable us to continue to stand out in the future. These include innovation, our involvement in the development of the job market and the long-term employability of people.

CONNECTING WITH OUR STAKEHOLDERS

We are constantly exchanging views with all of our stakeholders in order to know and respond to their needs with the aim of improving the job market. That means regularly assessing whether we can provide new added value and monitoring whether our services meet the expectations of the stakeholders and whether they are in line with current market trends and developments.

We engage in dialogue with our stakeholders each and every day. We are constantly consulting with clients, works councils, suppliers and colleagues. We organise meetings for the specific purpose of encouraging debate and dialogue, not only for our employees but also for clients, shareholders and other relations. We use these meetings to ask focused questions and present the participants with dilemmas. Examples of such meetings were the job market debate for the HR community, roundtable sessions in a smaller setting with clients and relations, and conferences with shareholders and analysts. We are also a member of networks and professional organisations, in contact with policymakers and politicians in The Hague and Europe, and consult with unions and regulators.

For the materiality analysis we held talks within our organisation (with directors, account managers of the star brands, the works council and others) and asked them to indicate how important certain subjects are for them, their clients and other stakeholders. We validated the outcome of the materiality analysis with the outcome of stakeholder dialogue and other documents, such as customer and employee satisfaction studies.

materiality index

