

ANNUAL REPORT 2015





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[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.

SUSTAINABILITY POLICY: RESULTS AND AMBITIONS

In 2015 we achieved progress with regard to all five spearheads of our sustainability policy. The following is a summary of the results and ambitions for each spearhead.

1. BEING A GOOD EMPLOYER

USG People wants to be an innovative, attractive and accessible employer. We achieve this by focusing on the following topics:

- training and development, job market fitness;
- vitality and health.

KPIS

- Employee satisfaction.
- Employee involvement.
- Amount spent on training and development.

DASHBOARD

- Employee satisfaction / job market fitness.

ACTIONS TAKEN IN 2015

- Online training courses made available to indirect employees.
- Further development of the Fronrunners programme.
- Launch of vitality programme.
- Second group of senior managers participated in vitality programme.

RESULT

- 12,500 online training courses started, 14,000 study hours achieved.
- 25% of Fronrunners achieved a horizontal promotion, 22% a vertical promotion or expansion of range of duties.
- Vitality programme awarded a score of 6.9.
- 350 employees given access to vitality app and workshops.
- Employee satisfaction in 2015: 7.4 (7.0 in 2014 and 6.6 in 2013).
- Employee involvement in 2015: 75% (70% in 2014 and 66% in 2013).

AMBITIONS FOR 2016

- Continuation of Fronrunners programme.
- Establishment of innovation lab.

2. SOUND BUSINESS PRACTICE

USG People wants to create value with a sustainable balance for all stakeholders. We achieve this by focusing on the following topics:

- integrity and transparency;
- leadership;
- fair and sustainable procurement;
- client satisfaction.

KPI

- Client satisfaction.

DASHBOARD

- Client satisfaction.

ACTIONS TAKEN IN 2015

- NPS implemented at all the Dutch star brands.

RESULT

- Client NPS score in 2015: 29% (17% in 2014).
- Candidate NPS score in 2015: 39% (26% in 2014).

AMBITIONS FOR 2016

- Implement NPS method in Germany, France and Belgium.

3. DIVERSITY

We work to create a diverse and inclusive USG People where there is no room for discrimination and which provides equal opportunities for everyone. We achieve this by focusing on:

- a diverse and inclusive composition of our employee base;
- fighting discrimination.

KPIS

- Number of employees at a distance from the labour market.
- Number of new employees per year in the Netherlands from the participation target group.
- Ratio of men to women, age, ethnicity.

DASHBOARD

- Number of employees at a distance from the labour market.
- Composition of employee base.

ACTIONS TAKEN IN 2015

- Development and signing of inclusiveness plan.
- Signing of Diversity in Business charter.
- Appointment of diversity ambassadors.
- Organisation of webinar on discrimination.

RESULT

- 13 employees from target groups hired in the Netherlands (in 2015).

AMBITIONS FOR 2016

- Establishment of Diversity Board.
- Further focus on diversity policy and composition of employee base.
- Implementation of inclusiveness plan.
- Ongoing attention to combating discrimination.

4. SOCIAL COMMITMENT

USG People wants to contribute to a sustainable and fair society. We achieve this by focusing on the following topics:

- volunteering of talents, facilities, knowledge and resources;
- fostering inclusiveness and diversity in our clients' workplace.

KPI

- Number of people at a distance from the labour market placed with our clients.

DASHBOARD

- Number of people at a distance from the labour market placed with our clients.

ACTIONS TAKEN IN 2015

- Development of participation survey.
- Development of inclusiveness scan.
- Contribution to an event in support of refugees.
- Participation in coalition for social value creation.

RESULT

- 40,854 people at a distance from the labour market placed with clients.
- White paper published on creating social value, thereby contributing to the development of a standard in this area.

AMBITIONS FOR 2016

- Link social value creation model to social innovations.
- Increase the number of people at a distance from the labour market placed with clients.

5. ENVIRONMENTAL IMPACT

USG People wants to take responsibility for the environment we live in and for minimising our CO₂ emissions. We achieve this by focusing on:

- minimising our energy consumption and the emissions from our vehicle fleet.

KPI

- CO₂ emissions per FTE, taking account of vehicle fleet, energy consumption, waste and office supplies.

DASHBOARD

- CO₂ footprint.

ACTIONS TAKEN IN 2015

- Attention paid to vehicle fleet and energy consumption.

RESULT

- Reduction targets for 2011-2015 achieved.

AMBITIONS FOR 2016

- Explore ISO 14001 certification.
- Draw up reduction plan for 2016-2020.