

closing the gap.

gender pay gap 2017 data.



# gender pay gap

# in numbers.

# human forward.

As the world's second largest recruitment company, Randstad strongly believes in equality, diversity and inclusion in all areas, including pay.

This report, in accordance with the legislation, shows the average earnings across all levels of the organisation for all PAYE workers. For a staffing business like ours, this means that as well as corporate staff data we have also included data regarding the temporary workers that we place with our clients, although we have no control over their pay rates. As a result of this industry idiosyncrasy our data for the reporting period is showing that our gender pay gap is -18%.

# gender pay gap the statutory numbers.

## hourly pay

	mean	median
At April 2017	-18%	-9%

At April 2017

-18%

-9%

This data shows that females are paid 18% more than males using the mean calculation, and 9% more than males using the median. This data includes all of our temporary workers that we place with our clients.

## bonus pay

12 months to April 2017	+29%	-13%
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12 months to April 2017

+29%

-13%

This data shows that females are paid 29% less than males using the mean calculation, and 13% more than males using the median.

# gender pay gap the statutory numbers.

hourly pay - at April 2017.

mean -18% & median -9%

This data shows that females are paid 18% more than males using the mean calculation, and 9% more than males using the median. This data includes all of our temporary workers that we place with our clients.

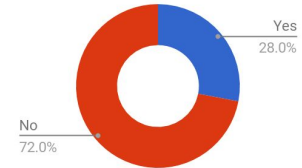
bonus pay - 12 months to April 2017.

mean +29% & median -13%

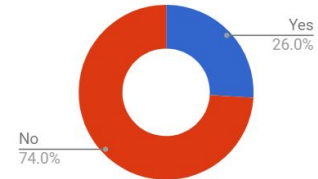
This data shows that females are paid 29% less than males using the mean calculation, and 13% more than males using the median.

proportion of males & females receiving a bonus.

Males

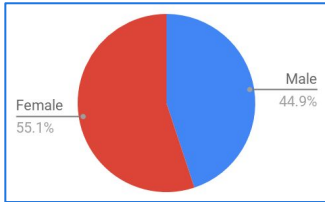


Females

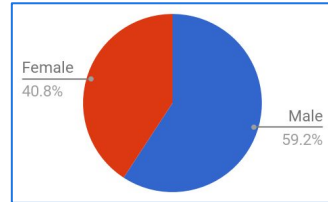


# proportion of males & females in each pay quartile.

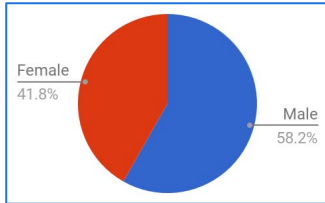
Lower



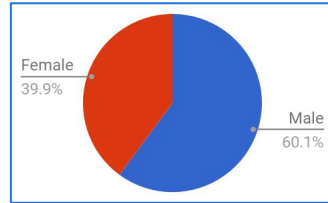
Lower Middle



Middle Upper



Upper



# human forward.

In the interest of transparency in this report we also show our corporate employee data as this provides for a meaningful comparison in line with the spirit of the legislation.

We pride ourselves on having a **best in class onboarding programme** for new employees joining us, especially when they are entering the world of recruitment for the first time. **In the last 12 months, 54.1% of all new starters in Randstad UK were female.** Through offering structured development, qualifications in recruitment, ongoing professional development, career progression opportunities, individual performance based commission, flexible working, flexible benefits and much more, we truly believe in the power of equal opportunities for all.

# gender pay gap our numbers.

hourly pay - at April 2017.

mean 19.8% & median 12.6%

This data shows that females are paid 19.8% less than males using the mean calculation, and 12.6% less than males using the median. These results are predominantly due to having more males in senior management positions.

bonus pay - 12 months to April 2017.

mean 52.2% & median 43.8%

This data shows that females are paid 52.5% less than males using the mean calculation, and 43.8% less than males using the median.

proportion of males & females receiving a bonus.

males: 68.8%

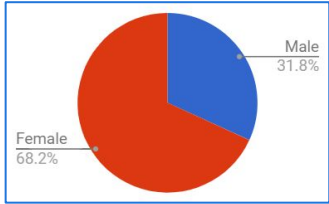
females: 63.8%

Bonus earnings are based on individual performance and are structured in the same manner based on seniority or type of role. The difference in bonus earnings can be predominantly attributed to factors such as having more males in senior management positions where rewards tend to be higher, individual performance, and due to 95% of our part time workers being female (the results do not allow us to pro-rata part time earnings up to be comparable).

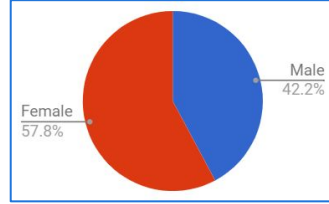


# proportion of males & females in each pay quartile.

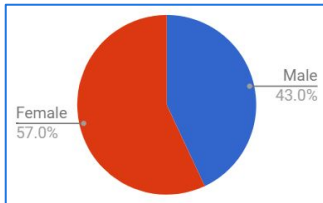
Lower



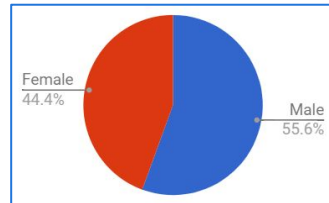
Lower Middle



Middle Upper



Upper



# what's next?

## our diverse workforce.

- 56% of our employees are female - We are proud to have diversity at the heart of what we do. From our flexible working, flexible benefits, enhanced maternity and paternity pay, excellent training & development, accredited apprenticeship programme, structured career paths and more. We will continue to improve these areas, with particular focus on adopting a more agile and flexible approach to work.
- 46% of our managers are female - We offer an excellent range of internal management and leadership training courses which are accredited by the Institute of Leadership & Management. We have also changed our talent management approach to be more dynamic to allow us to spot talent earlier, based on objective criteria. Our HR Business Partners are intrinsically involved in this process to ensure talent spotting is objective, fair and consistent.

# what's next?

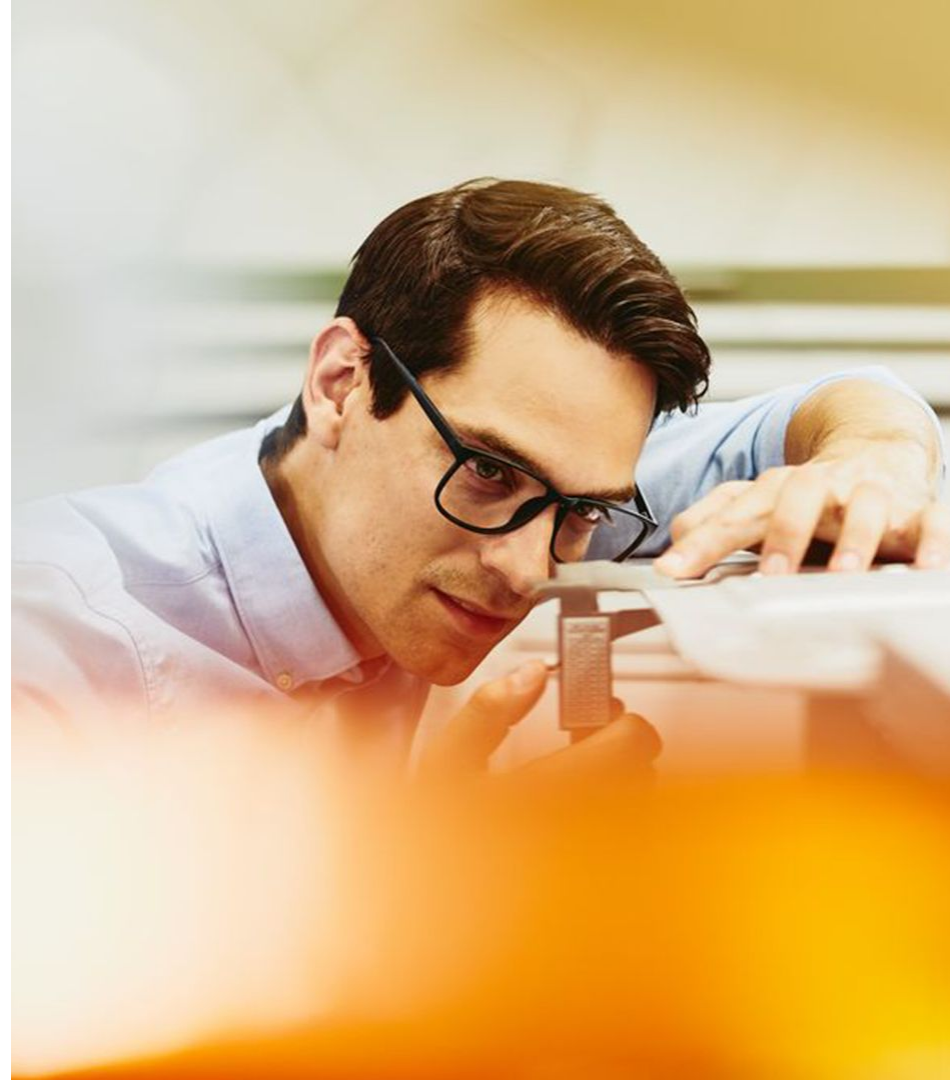
## our diverse workforce.

- 80% of our Managing Directors are female - 4 out of our 5 Managing Directors who run our operations businesses are female. They are active role models for everyone in our business to aspire to - with an average length of service of over 13 years they are testament to how career progression and equal opportunities work in Randstad.
- EDI training - During 2017 we rolled out mandatory Equality, Diversity and Inclusion training to all employees to reaffirm our commitment and support of equal opportunities. We will continue to use this training with all new employees, conduct regular refresher training, and all of our management and leadership training courses will have EDI training included.

in words.

“We are fully committed to continue promoting our equality and diversity programmes, and ensuring we offer equal opportunities for everyone. We pride ourselves on our internal promotion rate, our training & development programmes and the opportunities we offer everyone for a rewarding career.”

Graham Trevor - HR Director





a level

playing field