

# gender pay gap analysis.

2019 and 2020.



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# statement from our HR Director.

As the global leader in the HR services industry, Randstad strongly believes in equality, diversity and inclusion in all areas.

We are committed to closing the gender pay gap and achieving our goal of a diverse and inclusive workplace. We promote a culture of conscious every day inclusion – the behaviours that we can demonstrate every day to make everyone feel respected, valued and empowered to succeed.

We know that the coronavirus pandemic has had a disproportionately negative effect on women, who are nearly twice as likely to have lost their job than men. Over the past year, we have been actively working to try to mitigate the negative effects of the pandemic on women by supporting all our colleagues who have faced a challenging working environment. As a leadership team we have encouraged our managers to have open and supportive conversations to balance work expectations - particularly for those juggling additional caring and child care responsibilities. We have created toolkits and offered support on our wellbeing hub covering key issues including domestic abuse and bereavement. We have also delivered expert sessions on managing stress, financial wellbeing and concerns with children's mental wellbeing.

We engaged and listened to our people on the future ways they wanted to work. In response to this we launched Flex@Randstad, our approach to hybrid working across the business. We are continuing to evolve our approach and working to support and embed this more flexible way of working across our teams.

We have made great progress, and we're proud of the how far we've come to date. Our work doesn't stop here, and we are continuing to pursue our goal of gender parity and commitment to Randstad being an inclusive place to work.

In 2022, we will continue to prioritise improving diversity in all its dimensions and creating an inclusive working environment which enables everyone to thrive and bring their whole self to work.

## Declaration

I confirm that the data contained within this report is accurate and meets the requirements of the gender pay gap reporting regulations.



Graham Trevor  
Group HR Director

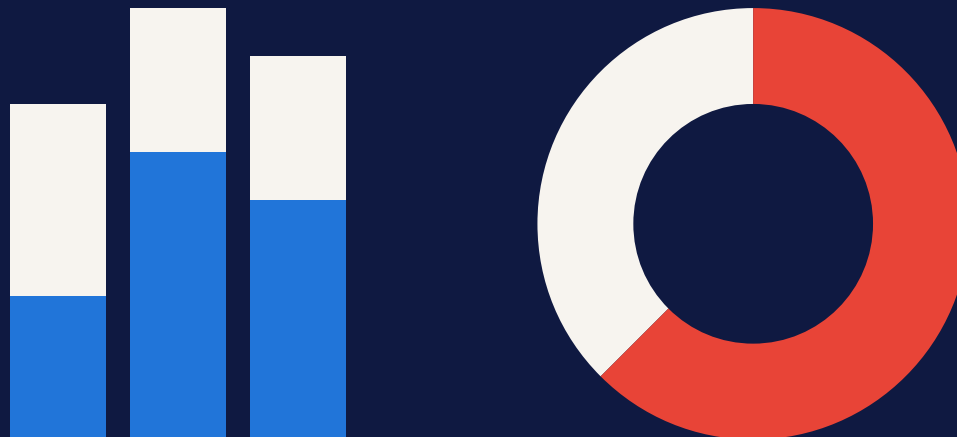
Randstad UK&I, Randstad Sourceright  
and Randstad Enterprise Group EMEA

# randstad's gender pay gap report.

Gender pay gap reporting measures the difference between the average hourly pay for men and women, expressed relative to men's earnings. All companies with more than 250 employees are required to publish their data as part of the UK Government's Equality Act 2010. The figures reported must be calculated using the 'snapshot' date of 5th April each year. Organisations must publish their report within a year of this date.

In accordance with legislation, our report shows the average earnings across all levels of Randstad for all PAYE workers. As a recruiter, this means we have to report on Randstad's corporate employee data PLUS data from our clients' temporary workforce (who we payroll on their behalf). Please bear in mind that Randstad's clients set the pay rates of their temporary workforce. As a result of this, our data for the 2020 reporting period is showing that our gender pay gap is +12%\*.

Whilst not a statutory requirement for 2019 due to the Coronavirus pandemic, we have included our 2019 figures alongside our 2020 figures for full transparency. We have also shared our corporate employee data in the second section of this report. This allows readers to secure a more accurate reflection of Randstad's corporate employee figures within the UK.



# gender pay gap reporting explained.

## What is the median gender pay gap?

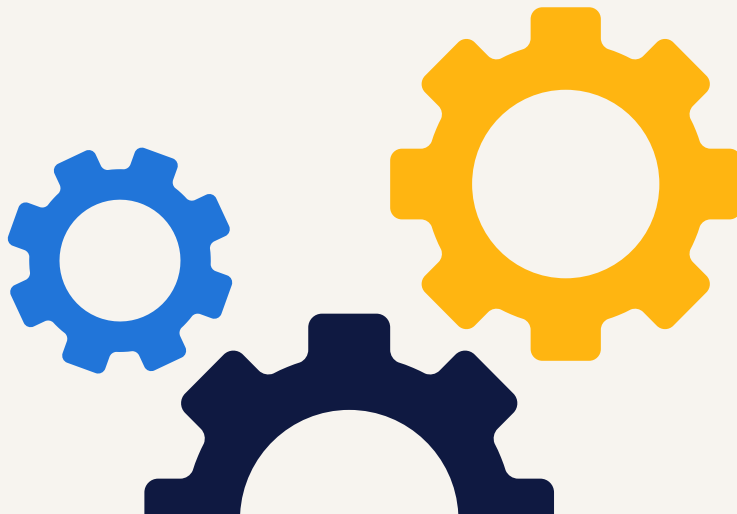
The median gender pay gap is the difference between the midpoints in the ranges of men's and women's hourly rate pay.

## What is the mean gender pay gap?

The mean gender pay gap is the difference between the average of men's and women's hourly rate pay.

## Equal pay.

It is important to note there is a fundamental difference between Gender Pay and Equal Pay. Equal Pay is men and women being paid the same for the same work. We are confident we pay men and women equally for work of equal value.



# gender pay gap

## the statutory numbers.

## proportion of males & females receiving a bonus:

hourly pay.	mean.	median.
at April 2020	+11.79%	+12%
at April 2019	+12.17%	+4.6%

		men	women
2020.	yes	33.16%	29.08%
	no	66.84%	70.92%
2019.	yes	28.89%	18.50%
	no	71.11%	81.50%

This data shows that women are paid 11.79% more than men in 2020 using the mean calculation, and 12% more than men using the median. This data includes all of our temporary workers that we place with our clients (as we are legally required to report on).

bonus pay.	mean.	median.
12 months to April 2020	-20.78%	+1.52%
12 months to April 2019	-9.43%	+5.44%

This data shows that women are paid 20.78% less than men in 2020 using the mean calculation, and 1.52% more than man using the median. This data includes all of our temporary workers that we place with our clients (as we are legally required to report on).

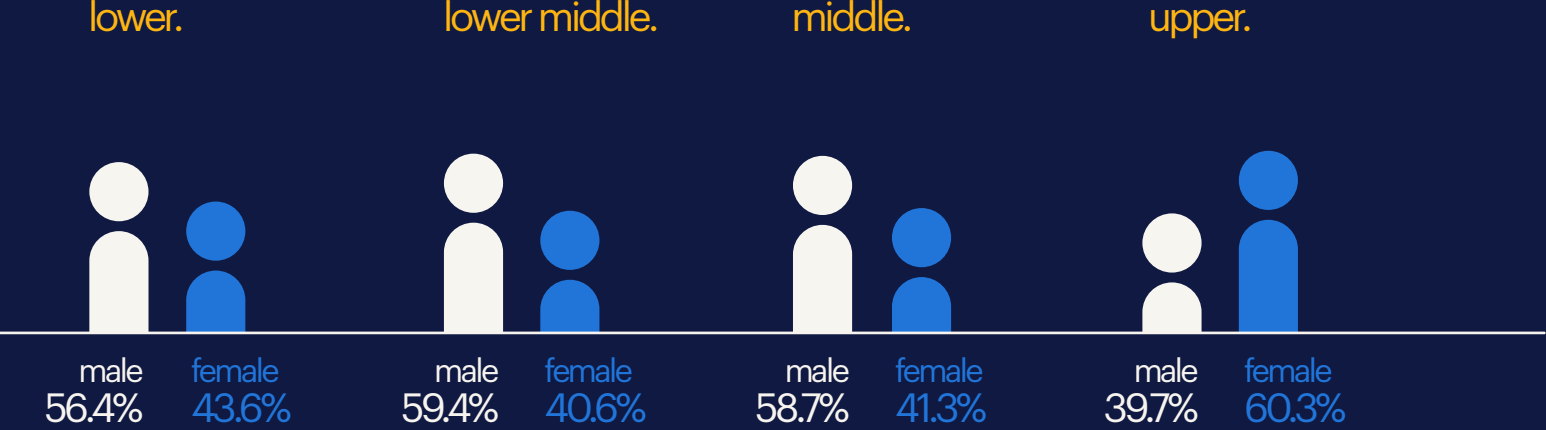


### Key:

Plus (+) Figures indicate women are paid more than men

Minus (-) Figure indicate women are paid less than men

# proportion of males & females in each pay quartile.



employee-only  
data.



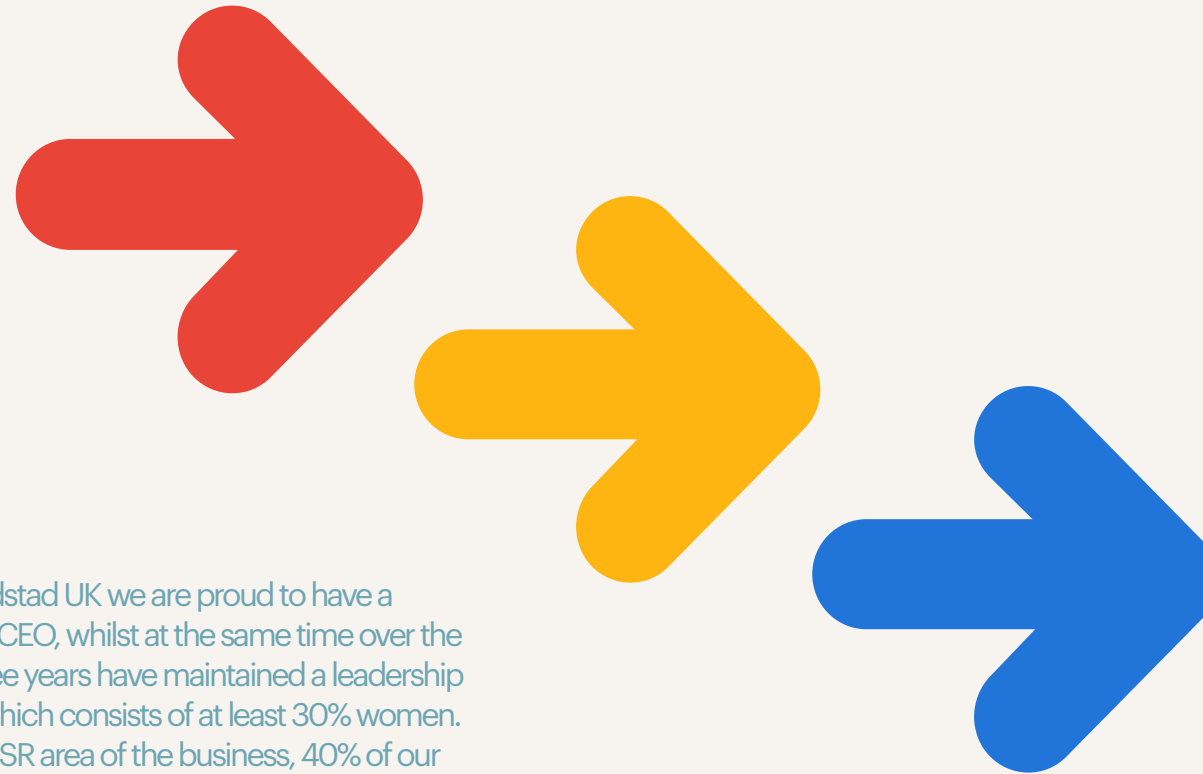


# human forward.

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, 56.9% of all new starters in Randstad UK were female, 56.7% of our total workforce are female and 49.2% of our managers are female.

In the last 12 months, 55.9% of all new starters in RSR UK were female, 61.8% of our total workforce are female and 61% of our managers are female. We continue to focus on making career progression accessible for everyone and this is demonstrated in a 5% increase in our female managerial positions since April 2020. We know we have work to do and we continue to work hard to ensure there is no unconscious bias when agreeing pay rates, reaffirming this commitment with a more detailed review planned for 2022.



At Randstad UK we are proud to have a female CEO, whilst at the same time over the last three years have maintained a leadership team which consists of at least 30% women. In our RSR area of the business, 40% of our leadership team are women. We know we have work to do and we continue to work hard to ensure there is no unconscious bias when agreeing pay rates. We are reaffirming this commitment with a more detailed review planned for 2022.

employees  
only data:

RUK & RSR UK.



# gender pay gap our numbers\*

## proportion of males & females receiving a bonus:

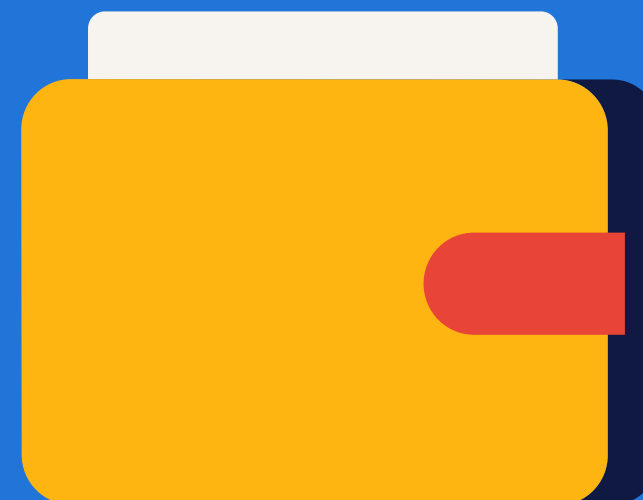
hourly pay.	mean.	median.
at April 2020	-16.69%	-14.80%
at April 2019	-16.43%	-11.31%

		men	women
2020.	yes	89.84%	90.12%
	no	10.16%	9.88%
2019.	yes	97.09%	94.36%
	no	2.91%	5.64%

This data shows that women are paid 16.69% less than men in 2020 using the mean calculation, and 14.80% less than men using the median. These results are heavily impacted by our Construction, Property and Engineering (CPE) area of the business which is an outlier, with a disproportionate number of males to females across all levels. We are working to address this and have seen an increase of 32% of our manager population in CPE now being female, but this is an area impacting our figures which we will continue to focus on.

bonus pay.	mean.	median.
12 months to April 2020	-55.04%	-47.8%
12 months to April 2019	-57.95%	-53.63%

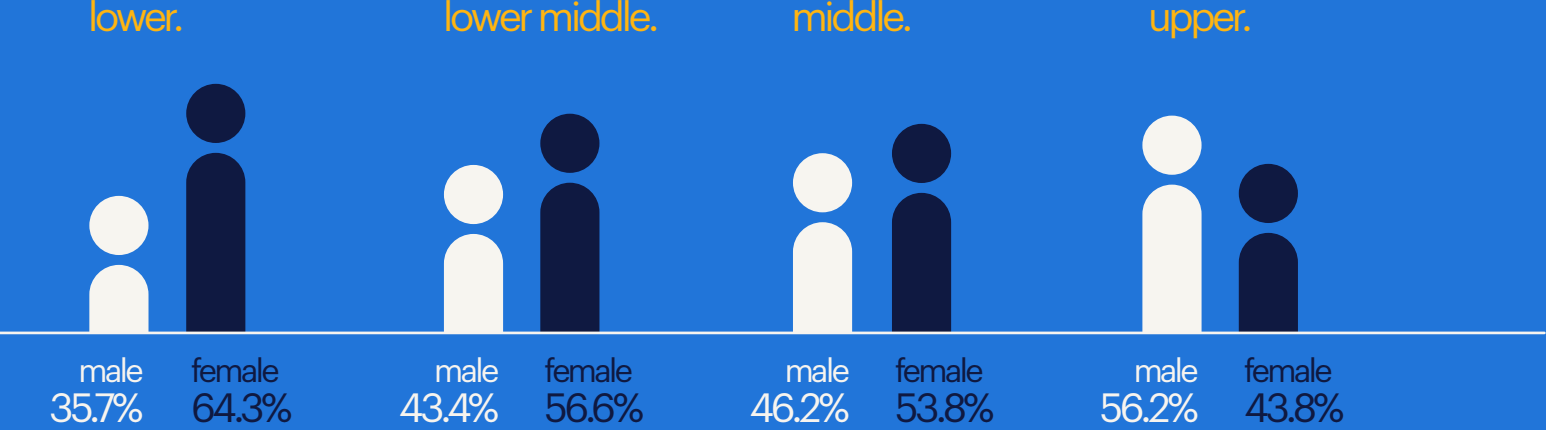
This data shows that women are paid 55.04% less than men in 2020 using the mean calculation, and 47.8% more than men using the median. Bonus earnings are based on individual performance and are structured in the same manner based on seniority or type of role. Bonuses in our sales teams are uncapped. The difference in bonus earnings can be attributed to factors such as having more males in senior management positions where rewards tend to be higher, and that 95% of our part-time workers are female (the results do not allow us to pro-rata part-time earnings up to be comparable). We also have more male employees working in the sales teams which have not been impacted as much by the Coronavirus pandemic.



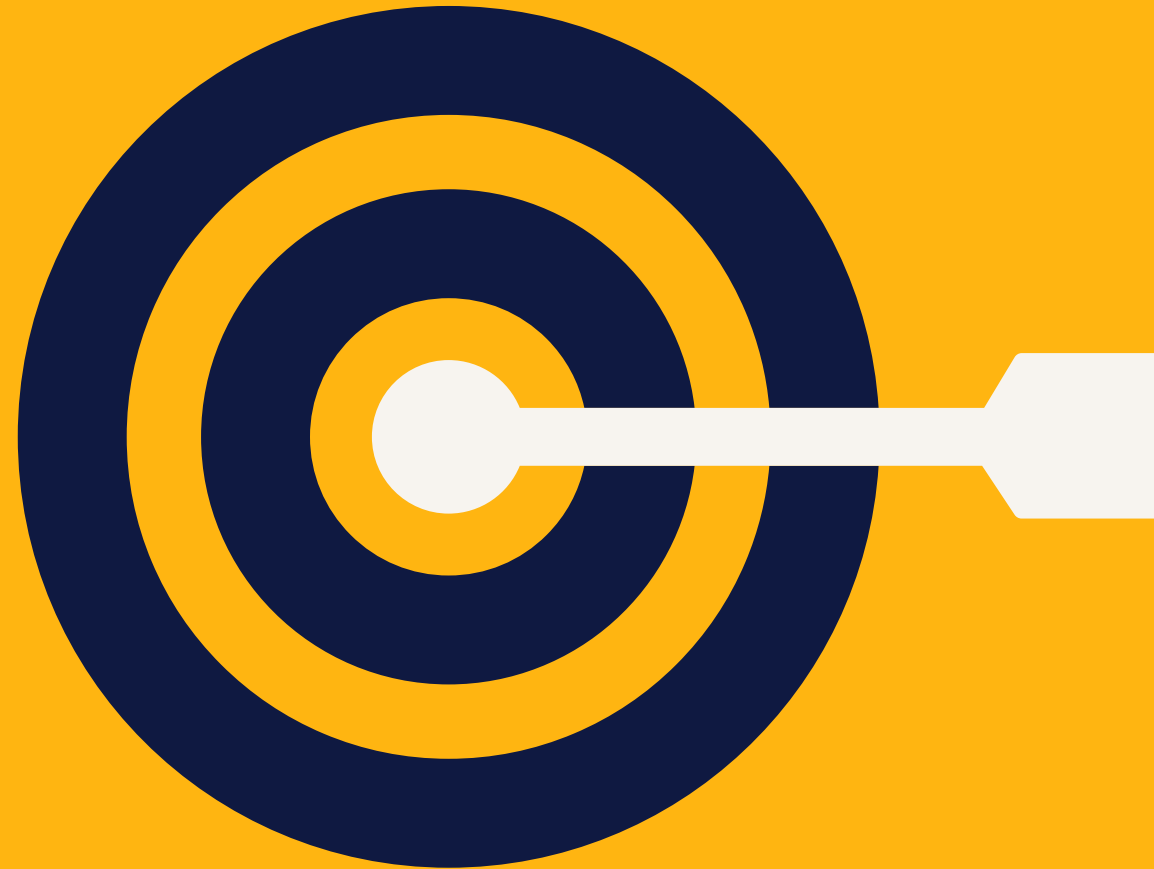
Key:  
Plus (+) Figures indicate women are paid more than men  
Minus (-) Figure indicate women are paid less than men

\* This includes all RUK, Pareto & RSR UK Employee data

# proportion of males & females in each pay quartile.



what progress  
have we made  
in 2021?



# progress we have made to accelerate gender parity at Randstad.

## Investing in ED&I at Randstad

In 2020 we introduced a specific Inclusion and Wellbeing Director role within our HR Department. This year, we have reaffirmed our ED&I commitment by investing in a wider Inclusion and Wellbeing team wholly dedicated to support our colleagues and clients to driving forward positive change.

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## Insight lead and data driven interventions

Central to our ED&I strategy is a focus on data driven and evidence based interventions. We see it as our responsibility to understand and to address the causes of inequality through our behaviours, processes and ways of working.

This year we undertook our Be Counted campaign, asking our people to update their diversity data and we embedded this practice into our onboarding process. These insights will enable us to understand the demographics of different areas across Randstad identifying areas where we may need to invest to create a more diverse organisation.

We are building on our Be Counted campaign being open and honest with where we are doing well and where we still have work to do. We've already started using this data analysing succession planning & exit interview insights through a D&I lens to identify where more targeted interventions or changes in process are needed.

## Diversity and inclusion principles underpin our recruitment activities

We aim to ensure inclusion is embedded into our hiring practices, using a wide variety of assessment techniques to reduce the chance of bias at an early stage.

This year we have refreshed our inclusive recruitment training covering all aspects of the recruitment process. This training is mandatory for all hiring managers on an annual basis.

## Flex@Randstad

We engaged and listened to our people on the future ways they wanted to work as individuals, teams and a wider business.

In response to this we launched Flex@Randstad, our approach to hybrid working across the business. We are continuing to evolve our approach and working to support and embed this more flexible way of working across our teams.

# progress we have made to accelerate gender parity at Randstad.

## Empowering and engaging our people through Our People Committee

We are launching Our People Committee in early 2022, which will be sponsored and championed by our leadership team.

The aim of the committee is to engage and empower our people to have of of a role in directly shaping conscious inclusion at Randstad through a two-way feedback loop between our people and our leadership. Through the work of the committee we will ensure that what people need on the ground is reflected at a strategic level, where good practice and activities are shared across the business.

## Inclusive leadership and colleague behaviours:

One of the central principles of our ED&I strategy is that we all have a role to play in creating an inclusive workplace where we harness the diversity of thought, experience and backgrounds we have across our business. This starts from the top. Our leadership team have all taken part in expert inclusive leadership training and are continuing this learning through peer learning sessions across the next few months.

All of our senior leaders would have been taken through inclusive leadership training by the end of 2021. We will be building on this work in 2022 by embedding inclusive behaviours and principles into all our leadership and managers training in 2022.

We have been running expert interactive monthly inclusion matters sessions across the business to support learning, conversations and practical advice on everyday conscious inclusion practices we can all adopt.



how are we  
accelerating  
progress in 2022?





# building on our actions from 2021.

## Our plan to focus on the following areas in 2022 to accelerate gender pay parity:

We are driving greater inclusivity throughout the hiring process by:

- Introducing new standardised interview templates and training for our hiring managers on the importance of objective competency-based assessment through our recruitment process
- Implementing a new digital behaviours-based assessment that removes bias from the early stages of candidate screening
- Introducing anonymised CVs for certain roles to remove bias from the process
- Evolving our Employee Value Proposition and working with key external partners to help us attract candidates from more diverse backgrounds
- Exploring the introduction of technology to ensure gender neutral language within our job descriptions and adverts
- We will continue to embed and promote Flex@Randstad, our approach to hybrid working allowing greater flexibility and balance for our people
- This summer we took the decision to, where possible, remove the need for degree qualifications within our job requirements. We firmly believe that taking this step will enable us to practice more inclusive practices and open the door to opportunities for all our potential candidates.

We are undertaking a full review of our benefits and employee support to ensure inclusivity at the heart of what we offer:

- We recognise the challenges and demands of balancing careers with family life and the stress this can cause and we want parents and carers to feel supported. With this in mind we are exploring a range of support options including new parent and returning to work training for our managers
- The menopause is a life event impacting many women in our business, to support our people we are exploring what support we provide
- To support colleagues, we will have a significant emphasis on encouraging meaningful conversations on wellbeing between colleagues and line managers, reducing the stigma and breaking down the barriers to access help.



# building on our actions from 2021.

## Accelerating inclusive development and progression:

- We will launch a new inclusion talent sponsorship circles programme for our identified high potential talent
- We recognise the importance of professional career development conversations and support programmes. Building on our Great Conversations and People Review processes we will use data insights to build on our development programmes to identify where additional interventions might be needed such as reverse mentoring, sponsorship or coaching
- As part of our D&I dashboard we will be including an inclusion lens to our succession planning process, with gender being an important lens through which we will review and assess the future talent we have coming through the business and where we need to focus our efforts to improve
- Across RSR we have introduced the Global mentoring program aimed at supporting people to reach their full potential, providing feedback, helping to identify self-limiting beliefs and to create empowered relationships
- We continue to work hard to ensure there is no unconscious bias when agreeing pay rates in line with our commitment to inclusion and equality of opportunity.



# case studies.



# case studies.



Alison Kearney  
International Candidate Manager  
Randstad UK

I joined Randstad 14 years ago as a Business Manager. During my career here I have had the opportunity to work within our business support, education, public services and international teams and am currently a Business Manager within teachanywhere.

When I joined Randstad all those years ago, I must admit that before my interview I had never heard of the company! I was previously working for another large global recruiter and relished the challenge of supporting the business to become more well known in the marketplace. Fast forward 14 years and we are the world's #1 HR and recruitment services organisation.

My children are 'Randstad babies' too (not so little any more!), and I appreciate the support that I have had to continue my career whilst being mindful of the demands of my home life as well i.e. location and relocation. The flexible working opportunities across the business have only increased during the pandemic, and it is great to see that these are now longer term goals of the business too.

I love that the company can provide true career progression. I have been given multiple opportunities in different teams and departments and have been responsible for running high profile contracts as well. My initial hiring manager 14 years ago, Vicky Short who was a regional manager at the time, is now the CEO of Randstad UK - if that doesn't show career progression for women in our business, I don't know what does!



Sonia Dhonsi  
Account Director, Randstad Sourceright

I started Randstad Sourceright (RSR) over three years ago – and at that time RSR were about to embark on a transformation journey. The ambition was to expand on the operational excellence of the service we offered along with creating a more diverse work culture. In the last 3 years we have all contributed to the journey – that is one of the best things about working for RSR, we as employees are empowered and trusted to make decisions to change the direction of the business.

RSR has given me the opportunity to fulfil my potential along with motivating me to develop new skills that I am passionate about. I have had the opportunity to work with some of our leadership team to define and talk about what diversity and inclusion means to me as a working mother. I especially value this opportunity as it has given me the platform to help other women and men to develop their careers without having barriers or bias. In the last year the dial has really shifted and RSR invested heavily in a solid diversity and inclusion strategy. We are starting to see positive outputs and our “Flex at work” framework has been created. This has empowered us as leaders and employees to create a positive work-life balance to ensure we are not sacrificing anything in our personal lives.

As a woman in a leadership position at RSR I have had the opportunity to experience mentoring from the best leaders we have. This has given me exposure to different areas of the business whilst increasing my knowledge of different innovations and strategies to bring to my clients.

I have never enjoyed working for a company as much as I enjoy working at RSR, I can contribute, develop and empower myself to make a difference every day.

# case studies.



Sarah Sidey  
Area Director  
Scotland, North East & Yorkshire  
Randstad UK

I've worked at Randstad for the past 11 years and during this time I've enjoyed roles in a number of operational and strategic positions, to my most recent appointment as Area Director Randstad.

It's refreshing to work for an organisation that actually practices what it preaches. I've watched our business transform and evolve over the past seven years and proud to say have been part of the positive change within our company. We are still on a journey like many organisations, but our journey evolves each year and will continue to as we adapt to an ever changing working world.

Randstad offers its employees a place to flourish no matter what your gender. The company has worked hard as a business to create an inclusive working environment and everyone no matter what level is active in promoting and championing an inclusive culture both internally and externally.

My experience at Randstad has been positive and I actively support women within our business to reach their goals and continue to drive positive change within our business.



# your helpful contacts.

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