

gender & ethnicity pay gap analysis.

2021.

 randstad

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

We take our commitment to improving gender equality at Randstad very seriously but we also recognise that more needs to be done to address any inequalities in pay including ethnicity, which is why for the first time, we are publishing both our gender and ethnicity pay gaps. While reporting on ethnicity is not yet legally required by UK organisations, we know it's an area in which we must improve and believe it is the first step towards achieving our goals of transparency.

Through publishing and being transparent with our current position, we see this as an important step to identify areas to address, to take action and to hold ourselves accountable for making change happen at Randstad.

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. 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 held ethnicity listening sessions last year, alongside anti-racism sessions to help us understand the lived experiences of our people and inform our ethnicity action plan.

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 and ethnicity 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 pay gap report.

Gender pay gap reports measure 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 Equalities 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.

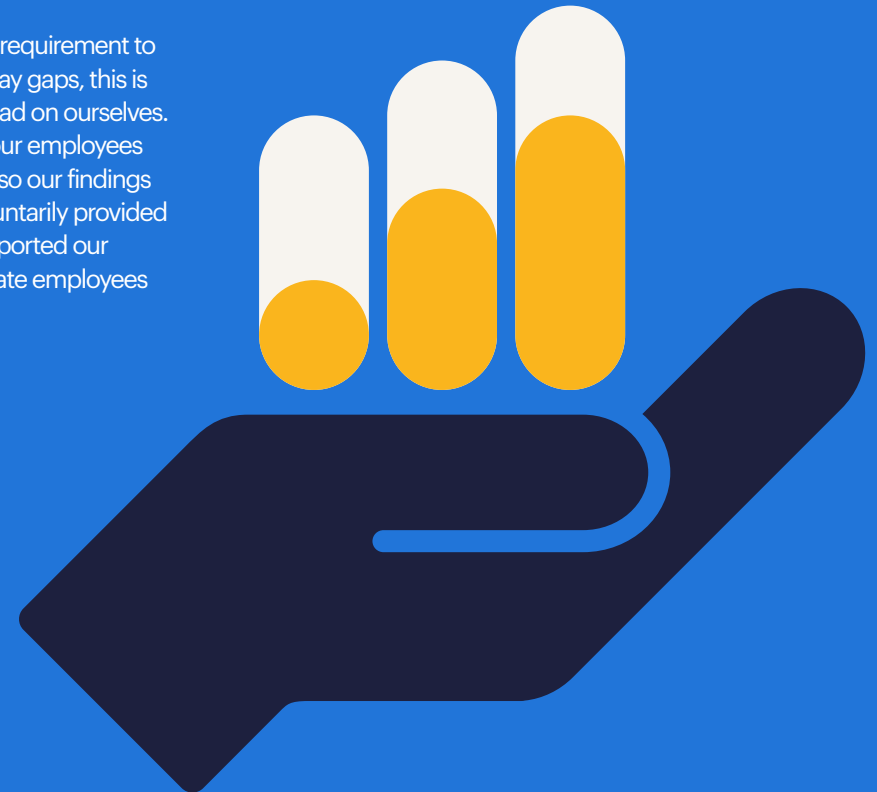
In accordance with legislation, our report shows the average earnings across all levels of Randstad for all PAYE workers. As a recruiter, this means we have to report on Randstad's corporate employee data PLUS data from our clients' temporary workforce (who we payroll on their behalf). Please bear in mind that Randstad's clients set the pay rates of their temporary workforce. As a result of this, our data for the 2021 reporting period is showing that our gender pay gap is +7.68%*.

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

We have included our 2020 figures alongside our 2021 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 UK's corporate employee figures and our commitment to gender parity and an inclusive workplace here at Randstad.

This is the second time we have reported our gender pay gap. You can view our last report [here](#) and a detailed breakdown for all our legal entities [here](#).

As mentioned, there's no current legal requirement to publish information around ethnicity pay gaps, this is something we've chosen to take the lead on ourselves. It's also important to understand that our employees aren't required to share their ethnicity, so our findings are only based on those who have voluntarily provided that information. Therefore we have reported our ethnicity pay gap for Randstad corporate employees only, not for all PAYE workers.



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:

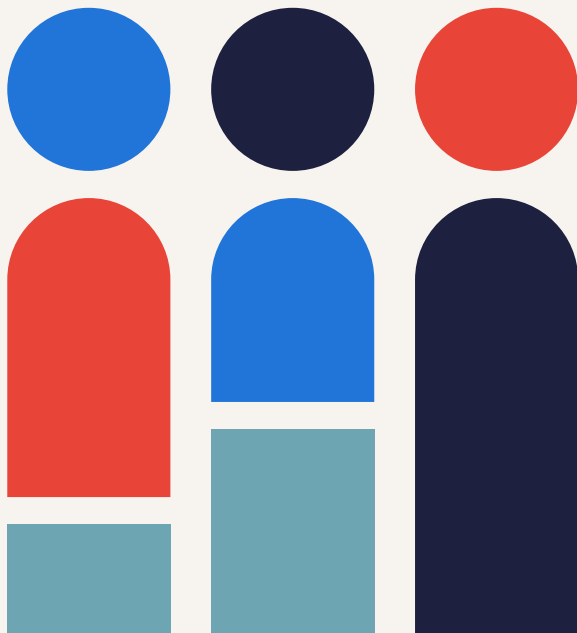
It is important to note there is a fundamental difference between Gender Pay and Equal Pay. Equal Pay is men and women being paid the same for the same work. We are confident we pay men and women equally for work of equal value.

What is the median ethnicity pay gap?

The median ethnicity pay gap is the difference between the midpoints in the ranges of hourly earnings of employees in different ethnic groups. It takes all salaries in the sample, lines them up in order from lowest to highest, and uses the middle salary.

What is the mean ethnicity pay gap?

The mean ethnicity pay gap is the difference between the average hourly earnings of employees in different ethnic groups within a company.



gender pay gap the statutory numbers.

hourly pay

	mean	median
At April 2021	+7.68%	+5.92%
At April 2020	+11.79%	+12%

This data shows that women are paid 7.68% more than men in 2021 using the mean calculation, and 5.92% 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 2021	-27.96%	+169.54%
12 months to April 2020	-20.78%	+1.52%

This data shows that women are paid 27.96% less than men in 2021 using the mean calculation, and 169.54% 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).

proportion of
males & females
receiving a bonus.

2021

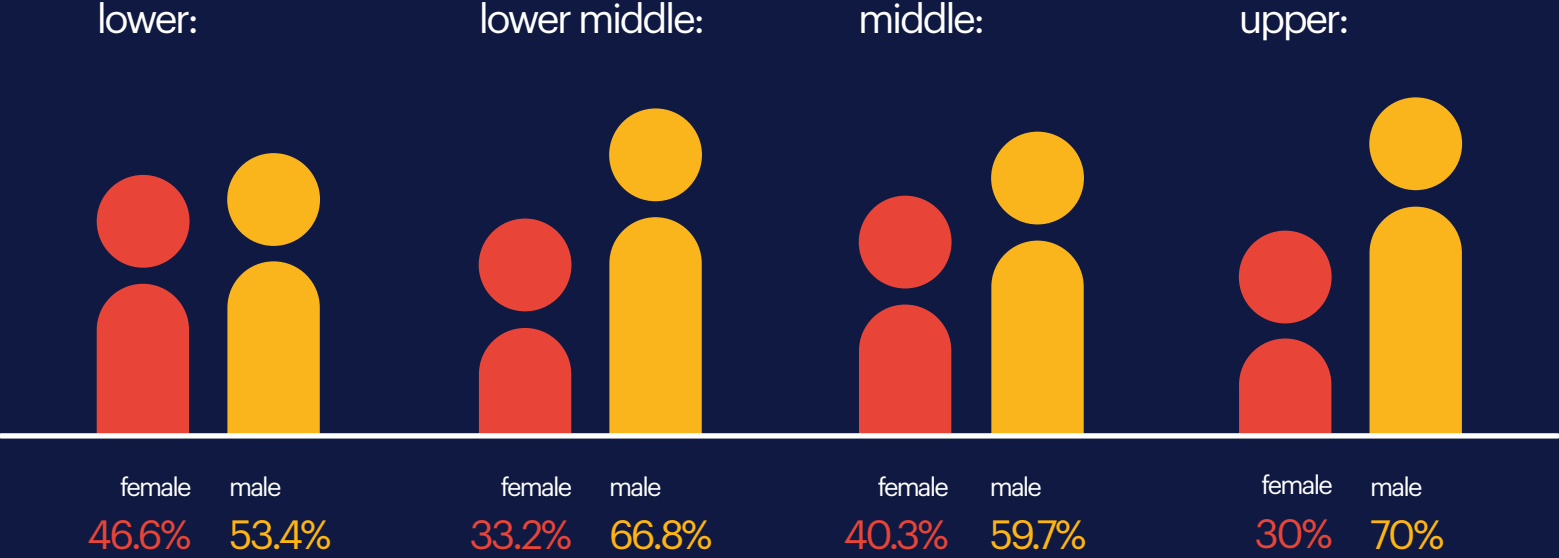
	Men	Female
Yes	18.63%	12.70%
No	81.37%	87.30%

2020

	Men	Female
Yes	33.16%	29.08%
No	66.84%	70.92%



proportion of males & females in each pay quartile.



employee-only data.

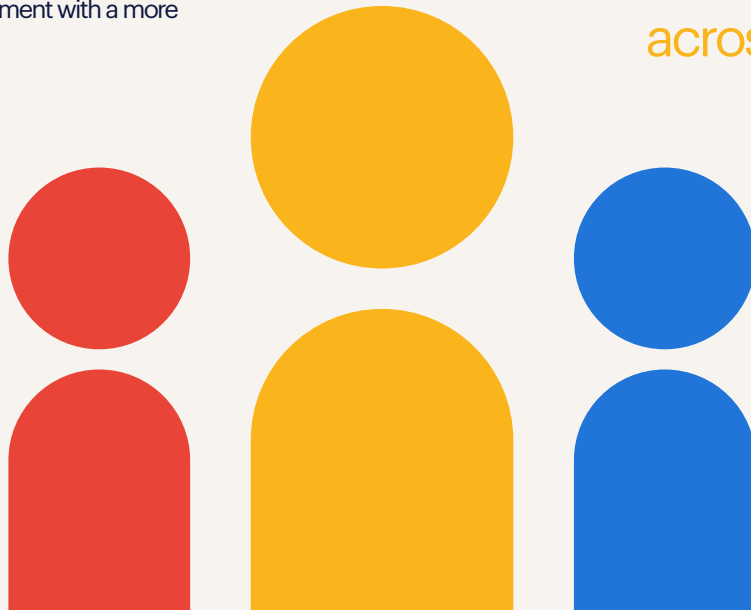


human forward.

In the interest of transparency, in this report we also show our corporate employee data as this provides 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, 56.7% of all new starters in Randstad UK were female and 50.3% of our managers are female. In the last 12 months, 56.2% of all new starters in RSR UK were female and 60.3% 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. Whilst we recognise there is more work to do, we are proud that we have increased the number of women in senior leadership roles consistently across the last few years.



A woman with blonde hair, wearing a light-colored blouse, is seated at a white conference table, smiling and gesturing with her hands. A man in a dark suit is seated opposite her, also smiling and gesturing. In the background, a large screen displays a video conference with three participants: a woman at the top, a man on the left, and a woman on the right. The room has red walls and large windows with blinds. The overall lighting is warm and professional.

employees only data
- RUK & RSR UK.

gender pay gap randstad UK our numbers*.

hourly pay

	mean	median
At April 2021	-18.54%	-16.73%
At April 2020	-19.10%	-15.97%

This data shows that women are paid 18.54% less than men in 2021 using the mean calculation, and 16.73% 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 2021	-52.91%	-49.57%

This data shows that women are paid 52.91% less than men in 2021 using the mean calculation, and 49.57% based on the median. 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 more females in junior roles where bonuses are less. We also have more male employees working in the sales teams which have not been impacted as much by the Coronavirus pandemic.

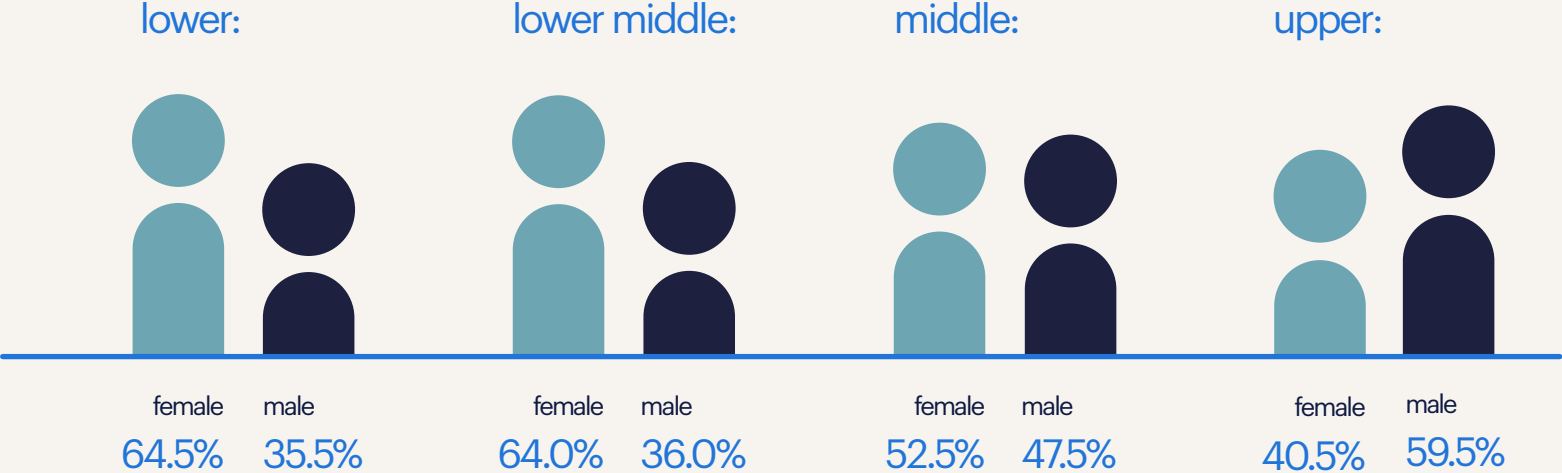
Key:
Plus (+) Figures indicate women are paid more than men
Minus (-) Figure indicate women are paid less than men

proportion of males & females receiving a bonus.

2021	Men	Women
Yes	64.94%	60.39%
No	35.06%	39.61%



RUK proportion of males & females in each pay quartile.



gender pay gap

RSR UK our numbers*.

hourly pay

	mean	median
At April 2021	-9.77%	-14.60%
At April 2020	-14.50%	-15.02%

This data shows that women are paid 9.77% less than men in 2021 using the mean calculation, and 14.60% less than men using the median. We tend to have a higher proportion of women in the lower grade roles. We recognise this is an area impacting our figures which we will continue to focus on. We recognise this is an area impacting our figures which we will continue to focus on.

bonus pay

	mean	median
12 months to April 2021	-38.17%	+1.96%

This data shows that women are paid 38.17% less than men in 2021 using the mean calculation, and 1.96% more based on the median calculation. The difference in bonus earnings can be attributed to factors such as we tend to have a higher proportion of women in the lower grade roles where there is also a greater proportion of women on reduced hours or part time work patterns (the results do not allow us to pro-rata part-time earnings up to be comparable).

Key:

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

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

* This includes all RSR UK Employee data (excluding RiseSmart)

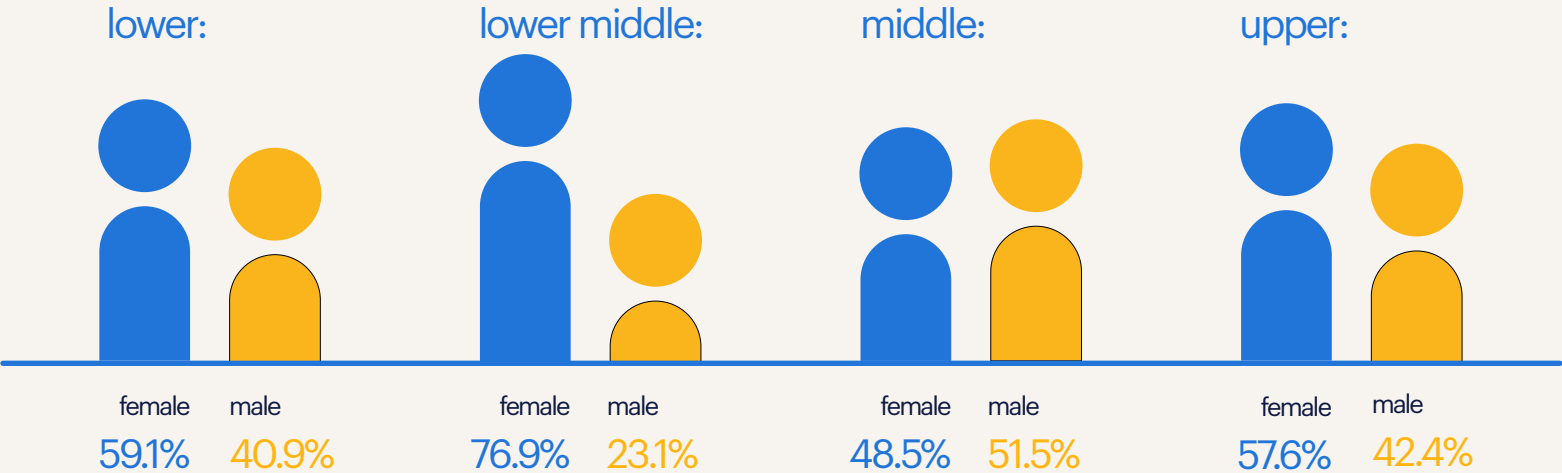
proportion of
males & females
receiving a
bonus.

2021

	Men	Women
Yes	54.17%	59.79%
No	45.83%	40.21%



RSR UK proportion of males & females in each pay quartile.



ethnicity pay gap - our numbers.

overall hourly pay

	mean	median
At April 2021	-9.2%	-5.8%

This data shows that ethnic minorities are paid 9.2% less than white colleagues in 2021 using the mean calculation, and 5.8% less than white colleagues using the median. The pay gap percentages reflect the current demographics of our organisation. Whilst we have good overall representation from those from Black, Asian or other ethnic minorities at 14.1% overall, we have lower representation of employees from ethnic minority groups in senior higher paid roles.

It is important to remember that pay gaps are not the same as unequal pay. They instead show the difference in average earnings between two groups (e.g. ethnic majority vs ethnic minority groups) across an organisation regardless of role or seniority.



Key:

Plus (+) Figures indicate ethnic minority colleagues are paid more than their white colleagues
Minus (-) Figure indicate ethnic minority colleagues are paid less than their white colleagues

gender:
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. In 2021, we 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.

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.

Last 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 are enabling 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 and 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.

Last 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.



progress we have made to accelerate gender parity at Randstad.

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.

Empowering and engaging our people through Our People Forum:

We have launched Our People Forum, which is sponsored and championed by our leadership team. The aim of the Forum 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 Forum 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 Q1 2022. 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 throughout 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.

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.

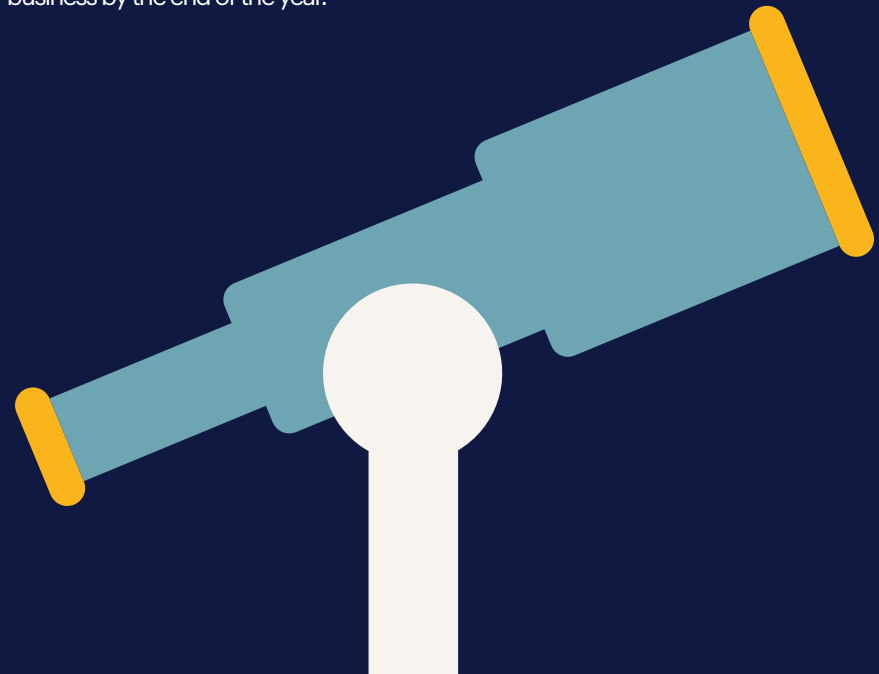


building on our actions from 2021.

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

Accelerating inclusive development and progression:

- We will develop 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 and will be introducing reverse mentoring across the business this year.
- 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.
- In RUK, we are developing our talent leadership programme with a clearly focused inclusion lens, we are also exploring the implementation of a wider mentoring programme across the business by the end of the year.



ethnicity:
what progress
have we made

and what is
our ambition
in 2022?



ethnicity at work - our commitment.

The events of 2020 highlighted the impact of racism and discrimination in society. It demonstrated that we must not stay silent, and we all have an active role to play in being anti-racist.

Over the past year, we have taken some time to reflect and acknowledge where on the inclusion journey we are at. We understand that we have work to do, and we are committed to driving positive change. In 2021, we made significant investments towards progressing our inclusion journey, including implementing an Inclusion team, creating a D&I strategy and focussing our efforts to embed inclusion throughout the employee lifecycle.

We focussed our efforts on educating our people on a range of inclusion topics, from anti-racism, to allyship, understanding privilege, understanding unconscious bias and more. This has led to a good understanding across the organisation of Inclusion. In 2022, we want to focus our efforts on further employee engagement with this topic and establishing programmes that will accelerate ethnic diversity and a sense of inclusion for all.

While this is the first year that we've published our ethnicity pay gap findings and our action plan to improve ethnic diversity and inclusion, it will become standard practice. We also hope that it will encourage others to do so. By being transparent about where Randstad stands currently, and by openly pledging to take action to make some big improvements, we're moving in the right direction to do better by our people, candidates, clients and the communities in which we work.



ethnicity at work action plan.

Our Race at Work Action Plan clarifies how we aim to accelerate ethnic diversity across Randstad UK.

The data we track, through our diversity dashboard and our pay gap data, shows that we still have an ethnicity imbalance across the organisation and pockets of areas across the business with difficult issues to address. We also acknowledge that over the past year we have made some great positive strides to where we would like to be.

While we continue to make progress, there's still much more to do, and things are not changing at the pace we'd like. That's why we have made a commitment to change. By publishing our ethnicity action plan and pay gap externally, we seek to be transparent about our challenges, hold ourselves accountable for progress, and set an example to the organisations that we work with.

We would all benefit from a more diverse and inclusive recruitment industry, and we have a key role to play in making change happen.

We recognise that we have many other diversity and inclusion challenges. But our data, and the lived experiences of our people, show us that we must not shy away from having an increased focus on ethnicity challenges and being specific about how we address them.

We've grouped our strategic actions of our ethnicity action plan into 3 areas of initial action oriented focus.

Accelerating ethnic diversity by using data led insights to create targeted and impactful progress in areas where we have low representation



Providing Black and ethnically diverse colleagues with access to career development opportunities



Educating, empowering and creating a culture of proactive allyship and representation across the organisation and through our networks.



We plan to provide an update report in a year's time to demonstrate the impact and change we have made.

case studies.



gender@randstad examples we are proud of.

"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!"



Alison Kearney
International Candidate Manager



Celebrating International Women's Day at Randstad UK
Randstad is celebrating International Women's Day (IWD) 2022 to highlight our commitment to a



CEO 116 - 9 comments - 7 shares

our team charter.
how we'll make hybrid work, work!

1. working from home means working from home with the same level of effort invested and input achieved
2. We commit to ensuring that the quality of service delivered to our candidates and clients is maintained and will not be affected by hybrid working.
3. Everyone agrees to taking part in all office meetings and supporting team sales activities, regardless of whether being in the office or working from home that day.
4. It is expected that everyone will be available and online, working, during the core hours of 10 - 4.
5. The team commits to logging all activity in the database and recording all conversations on the systems so that we can all see what each other is doing and to provide seamless coverage to our candidates and clients when someone is not in the office.



embrace@randstad

examples we are proud of.

I never felt included growing up at school or the community that I was in. But joining Randstad, I have felt included and I feel like I can be myself while coming to work.”

Participant in our ethnicity listening sessions



“We started the group up as a way for colleagues to connect and network across the business, coming together to discuss important topics and to raise awareness of race and ethnicity in the workplace.



We’re excited for the year ahead, where we will be focussing our efforts on establishing and growing the network!”

Abuu and Olivia
Co-Chairs of the Black, Asian and Ethnic Network



 randstad



human forward.