

gender and ethnicity
pay gap analyses.




randstad

partner for talent.

contents.





statement from CEO.



statement from CEO. Vicky Short.



As a leading global talent organisation, Randstad upholds strong, ethically-based values and puts equity, diversity and inclusion at the heart of everything we do.

We are committed to bridging the pay gap across all genders and ethnicities, while encouraging a workplace culture that celebrates every individual's differences, where people feel valued, respected, and empowered to thrive.

During this reporting cycle, we embarked on a transformational journey at Randstad, undertaking foundational work to successfully achieve our long-term aims and further strengthen our role in being a true partner to our talent and to our clients. All aimed at helping us achieve our vision of becoming the 'world's most equitable and specialised talent company'.

This is the third year we have published a combined gender and ethnicity pay gap analysis, and we are pleased to report a narrowing of our gender pay gap for Randstad UK (RUK) and Randstad Sourceright UK (RSR UK); and a narrowing in the mean ethnicity pay gap for RUK. However, we fully acknowledge the need for continued targeted actions to address gender and ethnicity pay gaps systematically. This remained a focus in our business in 2023, and we are as committed to this goal in 2024.

While reporting on ethnicity is not mandatory for UK organisations, at Randstad we recognise the significance of full transparency - fostering an open and honest culture - and the importance of evidencing our progress. Sharing our current status; defining our commitments with clear actions for continuous improvement; and holding ourselves to account on our progress is how we will drive further, positive change within Randstad.

Equitable pay for our colleagues, celebrating diversity in our workforce, and ensuring we are a truly inclusive employer, are central drivers to our achieving our vision, and we believe these goals will not only further strengthen our business, but they will ensure that Randstad continues to be a great place to work for every member of our team.

Declaration

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

Vicky Short
CEO



statement from chief ED&I officer.

statement from chief ED&I officer. Audra Jenkins.



Gender equity is not merely a goal; it is a fundamental human right and a cornerstone of sustainable development. In Randstad, gender equity forms a key pillar of our global equity, diversity and inclusion strategy.

“The UK market has been working hard to progress our gender equity and racial inclusion agenda over the past few years. By openly disclosing our Gender Pay Gap and voluntarily sharing our Ethnicity Pay Gap data, we are sparking vital conversations about gender equity and racial inclusion, while dismantling any inherent biases within business policies or practices.

“This transparency is pivotal in fostering a workplace where fairness and equity play an integral part of our overall success. In this way, the pay gap reporting plays a key part in ensuring the working world is fair and equal for all.

“While we can see steadfast improvements of both gender and ethnicity pay gaps, we still have work to do to address these gaps and increase the representation of females and ethnically diverse colleagues in senior management positions.

“I am confident in the progress the UK market continues to make along their equity diversity and inclusion journey, and am looking forward to continued, accelerated action.

Audra Jenkins.
chief ED&I officer





randstad's statutory gender pay gap.

randstad's statutory gender pay gap.

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 5 April each year, and 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, we have to report on our corporate employee data PLUS data from our clients' temporary workforce, who we payroll on their behalf. It is important to note that Randstad's clients set the pay rates for their temporary workforce. As a result, our data for the 2022 reporting period is showing that our gender pay gap is -1.9% at the mean and 1.6% at the median.

We have included our 2021 and 2022 figures along with our 2023 figures for full transparency, and we have shared our corporate employee data in the second section of this report.

This offers a more accurate reflection of Randstad's corporate employee figures, and our commitments to gender parity and to being an inclusive workplace.

This is the fourth year that we have reported our Gender Pay Gap, and our last report can be seen [here](#), with a detailed breakdown for all of our legal entities [here](#).

Ethnicity Pay Gap reporting is something we have proactively delivered with no obligation to report. However, our employees are not required to share their ethnicity, and so our findings are based on information from those who volunteered to declare their ethnicity. And we are only able to report our Ethnicity Pay Gap for Randstad corporate employees and not for all PAYE workers.





gender pay gap reporting explained.

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. It takes all salaries in the sample, lines them up from highest to lowest, and uses the middle salary.

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 from lowest to highest, and uses the middle salary.

What is the mean gender pay gap?

The mean gender pay gap is the difference between average hourly earnings of male and female employees within a company.

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.

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 performing the same work.

We are confident we pay men and women equally for work of equal value.



gender pay gap: the statutory numbers.



gender pay gap: the statutory numbers.

Pay gap	Mean	Median
April 2023	-1.9%	1.6%
April 2022	-16.98%	-18.63%
April 2021	-7.68%	-5.92%

This data shows that women were paid 1.9% more than men in 2023 using the mean calculation; and 1.6% less than men using the median. This data includes all temporary workers we placed with our clients (as we are legally required to report).

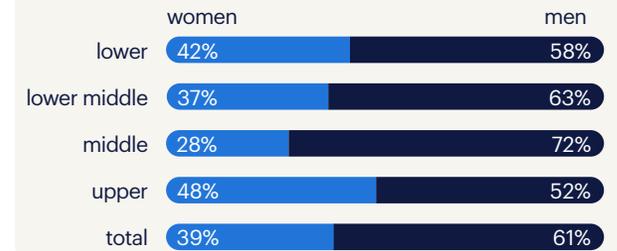
Bonus pay gap	Mean	Median
April 2023	-70.4%	-136.5%
April 2022	-42.68%	-91.35%
April 2021	-27.96%	-169.54%

This data shows that for bonus payments women were paid 70.4% more than men in 2023 using the mean calculation; and 136.5% more than men using the median. This data includes temporary workers we placed with our clients (as we are legally required to report).

proportion of males and females receiving a bonus

	Men	Women
2023		
Yes	22.9%	20.5%
No	77.1%	79.5%
2022		
Yes	23.16%	23.44%
No	76.8%	76.56%
2021		
Yes	18.63%	12.70%
No	81.37%	87.30%

proportion of males and females in each pay quartile.



As per regulations, quartiles are represented by all full pay employees ordered by hourly pay and divided into 4 equal quartiles.



randstad's employee data: gender pay gap.



randstad's employee data: gender pay gap.

Our vision is to become the world's most equitable and specialised talent company, and at Randstad, we believe that a diverse workforce and an inclusive environment is critical to our success.

We are pleased that in this reporting cycle, women represented 59% of our Randstad Sourceright UK (RSR UK) workforce, of the management roles that we have, 59.3% are undertaken by women and 55.6% of promotions were awarded to women in our business.

We are also pleased in this reporting cycle women represented 53% of our Randstad UK (RUK) workforce, with 47.2% of management roles filled by women, and all are lead by our female CEO. 50.6% of RUK promotions were awarded to women in our business.

On the issue of pay, men and women are paid equally for doing equivalent jobs across our business.

A number of initiatives have been influential in moving Randstad towards greater gender balance, not least that we continue to invest in training and development opportunities for all, to encourage equitable progression and opportunities right across our organisation.

Our Leadership Teams are fully committed to ensuring we have a fair and balanced workplace, and more details on what has driven our progress can be found later this report.

During this reporting cycle, we have embarked on our transformational journey, undertaking foundational work to identify what can we do differently to better position ourselves to successfully execute our long-term strategies, repositioning Randstad and strengthening our leading role as a talent organisation.

randstad UK's gender pay gap.

	Mean	Median
April 2023	13.38%	8.64%
April 2022	15.48%	12.20%
April 2021	18.54%	16.73%

This data shows that women were paid 13.38% less than men in 2023 at the mean calculation, and 8.64% less than men at the median. It is important to note that the mean (or average) may not be a fair representation of the data - the average is easily influenced by outliers and therefore we should also consider the median (middle point of the data set). The gap is predominantly due to the lower representation of women in more senior positions.

These results are heavily impacted by our Construction and Property (C&P) division which is an outlier with a disproportionate number of males compared to females across all levels. We are addressing this and 31% of C&P manager roles are now held by females. However, this continues to be an area of critical focus.

Bonus pay gap	Mean	Median
April 2023	33.57%	23.53%
April 2022	42.20%	48.86%
April 2021	52.91%	49.57%

This data shows that for bonus payments, women were paid 33.57% less than men in 2022 at the mean calculation, and 32.53% at the median. Bonuses in our sales teams are uncapped. The difference in bonus earnings can be attributed to factors including having more men in senior management roles, where rewards tend to be higher, and more females in junior roles, where bonuses are lower.

In addition, 91% of our part-time workers are women. We also have more male employees working in our sales teams in senior roles.

proportion of males and females receiving a bonus.

2023	Men	Women
Yes	93%	95%
No	7%	5%
2022	Men	Women
Yes	97.19%	96.24%
No	2.8%	3.76%
2021	Men	Women
Yes	64.94%	60.39%
No	35.06%	39.61%

proportion of males and females in each pay quartile.



overall workforce composition.



As per regulations, quartiles are represented by all full pay employees ordered by hourly pay and divided into 4 equal quartiles.



randstad sourceright UK gender pay gap.*

	Mean	Median
April 2023	10.24%	15.14%
April 2022	21.60%	22.82%
April 2021	9.77%	14.60%

This data shows that women were paid 10.24% less than men in 2022 at the mean calculation, and 15.14% less than men at the median. We have a higher proportion of women in lower grade roles, where there is also a greater proportion of women on reduced hours or in part-time work.

We recognise this is an area impacting our figures and we will continue to focus on it. We have and will continue to drill down into our pay and representation data to address any issues identified.

Bonus pay gap	Mean	Median
April 2023	10.01%	2.13%
April 2022	20.25%	-10.22%
April 2021	38.17%	-1.96%

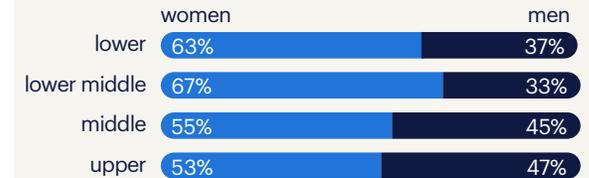
This data shows that for bonus payments, women were paid 10.01% less than men in 2022 at the mean calculation, and 2.132% less based on the median calculation. This has reduced substantially since 2022.

The difference in bonus earnings can be attributed to factors including having a higher proportion of women in lower grade roles, where there is also a greater proportion of women on reduced hours or in part-time work.

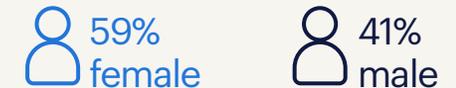
proportion of males and females receiving a bonus.

2023	Men	Women
Yes	87%	92%
No	13%	8%
2022	Men	Women
Yes	97.19%	96.24%
No	2.8%	3.76%
2021	Men	Women
Yes	64.94%	60.39%
No	35.06%	39.61%

proportion of males and females in each pay quartile.



overall workforce composition.



As per regulations, quartiles are represented by all full pay employees ordered by hourly pay and divided into 4 equal quartiles.

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



randstad's
employee data:
ethnicity pay gap.

randstad UK's ethnicity pay gap.

	Mean	Median
April 2023	8.90%	11.09%
April 2022	14.50%	5.80%
April 2021	9.20%	9.20%

When we consider comparison between this year and that of the most recent reporting cycle in 2023, we see positive trends in the form of a narrowing mean ethnicity pay gap, with a widening at the median. It is important to note that the pay gap is not the same as equal pay - our analysis confirms no discrepancies in like-for-like roles, and every year we will continue to do an equal pay analysis. The ethnicity pay gap demonstrates representation challenges in senior roles. Our focus is and continues to be increasing and mobilising ethnically diverse talent in the business.

The underlying reason behind the mean gap is predominantly due to the higher representation of ethnically diverse employees in more junior roles in our organisation and higher representation of non-ethnically diverse employees in more senior leadership roles. Whilst we have a good overall representation of ethnically diverse colleagues, at 28%, the percentage of ethnically diverse colleagues in senior management positions falls to 12%. We strive to source talent from ethnic minority groups when roles become vacant.

Bonus pay gap	Mean	Median
April 2023	37.43%	47.73%
April 2022	49.54%	45.92%
April 2021	-	-

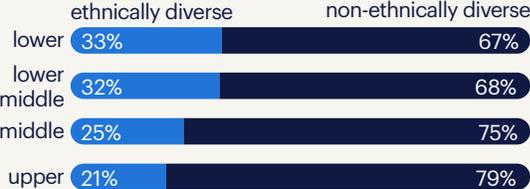
When we consider comparisons between this year and that of the most recent reporting cycle in 2023, we see positive trends in the form of a narrowing mean bonus ethnicity pay gap, with a widening at the median bonus pay gap. The bonus pay gap can be attributed to factors such as we tend to have a greater representation of non-ethnically diverse employees in senior management positions. We also have a greater representation of non-ethnically diverse employees who are in billing / commissioned based roles which traditionally have higher bonuses across the year - almost 75% of our billing population is non-diverse. Additionally, almost a fifth of our part-time employees are ethnically diverse, which impacts on prorated bonus payments. It is important to note that the pay gap is not the same as equal pay - our analysis confirms no discrepancies in like-for-like roles for bonus plans.

The current bonus pay gap in our teams is unacceptable and we will continue to support initiatives that create greater representation of ethnically diverse colleagues at different roles and different levels.

proportion of non-ethnically diverse and ethnically diverse receiving a bonus

2023	non-ethnically diverse	ethnically diverse
Yes	94%	95%
No	6%	5%

proportion of males and females in each pay quartile.



overall workforce composition.





progress
made.

progress made.

accelerating gender parity: progress made in 2023

HR strategy.

Our HR philosophy is to attract and retain high calibre individuals and to leverage their unique talents to enable us to become the world's most equitable and specialised talent company. We recognise the strategic importance of our people – people are now a much more prominent part of our overarching business strategy.

As part of this, we continue to actively create an environment where everyone is motivated to develop and progress through innovative HR policies and practices and an encouraging environment.

During the reporting cycle, we have looked to move to a more agile working environment and have actively embedded our Flex@Randstad approach, ensuring that our 10 guiding principles reinforcing “Flexibility with Intentionality” were embedded across all our HR policies and tools as we believe that these policies encourage our talented and driven employees to deliver results and in turn advance their careers in our organisation.

We proactively keep in touch with those on maternity leave and are pleased that we saw a 81% return rate in the reporting year. We look to support our career returners with different tools to positively impact their back to work experience, including comeback coaching to help our employees manage their return to work.

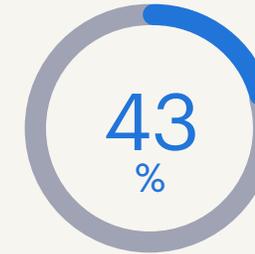
We recognise the motivational importance of positive senior role models to inspire confidence and success. We are pleased that 43% of our senior management roles are occupied by females.

Overall 47.2% of management positions are held by women. We acknowledge that our strategy needs to evolve to ensure that we attract a higher proportion of females into our organisation, especially at more senior levels, and that we actively ensure our hiring managers reflect our strategic approach to diversity. We have demonstrated our ongoing commitment to employee wellbeing with the launch of our financial wellbeing programme, hosting workshops and providing advice on budgeting and retirement planning, which have been positively received during the current cost of living crisis. We have demonstrated our ongoing commitment to employee wellbeing and mental health through our Wellbeing week, delivering tools and training as we nurture a healthy and positive work environment.

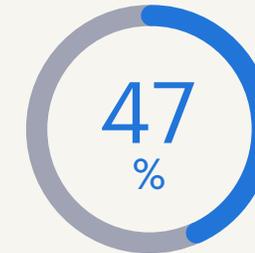
To better support career planning conversations and drive greater transparency and fairness through our processes, we have launched our career pathways, which has driven greater employee engagement and stronger performance. This is supported by the launch of our people review dashboard which ensures we track key workforce metrics to enable better decision making by our managers and Executive team alike.

As part of our annual performance management and pay review process, we apply a gender lens to ensure that our people are being paid fairly based on their role, responsibilities, experience and performance. During the reporting cycle, we conducted an equal pay audit and have made every effort to bridge identified gaps.

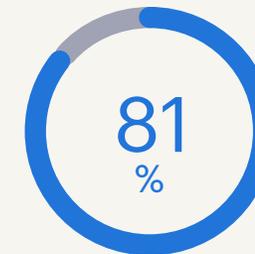
Randstad UK.



of our senior management roles are occupied by females



of management positions are held by women



of those on maternity leave returned in the reporting year





progress made.

accelerating gender parity: progress made in 2023

recruitment.

We ensure our recruitment approaches have a strong focus on encouraging a greater gender balance in potential candidates presented and continue to develop alternative pipelines as we proactively engage different sections of the job market to promote our employer brand.

In RSR, we continue to use anonymised CVs to eliminate bias. And in Randstad UK we launched our “Ditch the CV” campaign in March 2023 where our hiring managers now use a skills first assessment model to eliminate unconscious bias, which has been positively received.

Across our organisation, we continue to actively challenge all our hiring managers to ensure their behaviour reflects our values in all their interactions, designing and rolling out a new interview playbook as we look to further upskill this cohort.

RSR UK and RUK offer a year-long placement to university students, and we actively strive to ensure that we appoint a diverse range of candidates. We recognise that younger generations can be full of more inclusive, innovative and forward-looking people who are vital to the long-term success and sustainability of our industry, and we are pleased to have a well-established programme which creates opportunities to support this age group.

As part of our ‘skills first’ assessment model, we launched talent discovery calls to better support career planning and talent management across our organisation and we now use the Hexaco Framework to better understand individual differences in employee personalities.



progress made.

accelerating gender parity: progress made in 2023

employee development.

Employee development is a key focus within our organisation and we are committed to making the most effective use of the talent, skills and abilities of our employees.

We have continued to embed the learnings from our inclusive leadership programme across 2023. Our Great Conversations* management training has evolved to a masterclass as we upskill all our Senior Leadership and management, creating the opportunity for more meaningful, vulnerable conversations.

We launched our gender equity employee network group - gender@randstad - and ran our first female mentoring programme to nurture women in our workforce and give a stronger voice to this employee group.

In 2023, we had 17 mentors providing direction to 16 female mentees taking part in our pilot Female Mentoring programme. The target audience is female talent in business areas where we want to improve gender representation within senior management roles. Following the successful pilot we will hold more targeted female mentoring programmes within our business.

On International Women's Day in March 2023, we ran a programme of events and webinars to further positively embrace and integrate allyship within our culture.

*Great Conversations are an internal term for career and personal development conversations between the manager and employee.



progress made.

accelerating gender parity: progress made in 2023

gender equity examples.



100% of attendees agreed the mentoring programme has supported their development personally or professionally.

“Gender equity isn’t just about leveling the playing field; it’s about unleashing the full potential of our workforce and paving the way for a more inclusive future.”

“We still have a lot of work to do to support increasing representation of women in senior leadership in particular areas of the business. I am looking forward to driving and accelerating progress through the Gender Equity Employee network group.”

Nikki Brain, Divisional Managing Director, Sponsor of gender@randstad Gender Equity Employee Network Group





ethnicity action plan.

randstad UK's ethnicity at work action plan.

addressing the pay gap 2022 - 2023.

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

Whilst our representation of ethnically diverse colleagues has increased to 28%, with 12% of this being in senior management roles in this reporting cycle, our evidence shows that we have a good representation of people of ethnic backgrounds at lower grades of our business and little representation of people of ethnic backgrounds within senior, more highly paid roles.

While we continue to make progress, there is still more to do. That is why we have made a commitment to change.

By publishing our ethnicity action plan and pay gap externally, we aim to be transparent about our challenges, hold ourselves accountable on our progress, and to set an example to the organisations we work with.

We are now two years into our action plan and have made significant progress towards our third pillar, where we have been embedding knowledge and awareness across the organisation.

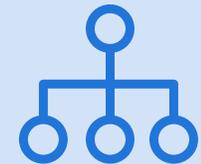
We have grouped the strategic actions within our ethnicity action plan into three areas of initial action



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 increased access to career development opportunities.



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

ethnicity at work action plan: two years on.

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

Having signed the BITC's Race At Work Charter last year, we have now reflected our commitments through our Respect At Work Framework dedicated action plan, zero tolerance statement, supported our embrace@randstad employee network group who have created safe spaces for our employees to have vulnerable conversations. We have also delivered masterclasses on our Respect At Work across manager population and delivered anti racism training across our workforce.

In 2023, we continued to focus on the Third Pillar of the ethnicity action plan.

Embedding anti-racism and respect at work

Having launched the anti-racism and respect at work training, we focussed on building on this learning across the year, setting a foundational knowledge of anti-racism across the organisation and empowering people to become effective allies. Employees now have the flexibility to swap a public holiday for a different day which is more culturally meaningful for them. We have invested in creating the Religious Celebration Awareness Guidance so our colleagues know how best to support people who are observing religious / significant dates.

Empowering our Employee Network Group

We continue to work with our established embrace@randstad employee network group to actively promote awareness of equity, diversity and inclusion across the business, to celebrate differences and create a range of opportunities. We have hosted sessions for South Asian Heritage Month, Eid, Black History Month, International Day for Elimination of Racism to create greater cross-cultural awareness and appreciation.

In 2022, we had a strong focus on the third pillar of our Ethnicity at Work Action Plan.

1. We signed the BITC's Race at Work Charter and demonstrated a commitment to action.

2. We invested in senior sponsorship of our new Race and Ethnicity Employee Network Group, embrace@randstad.

3. We secured senior sponsorship of the Ethnicity at Work Action Plan.

4. Committed at board level to zero tolerance of racism, bullying and harassment. We launched a new 'respect at work' framework clearly identifying appropriate routes for non-inclusive behaviour.

5. All leaders participated in inclusive leadership training.

6. We celebrated and raised awareness of South Asian Heritage Month, Black History Month and much more.



ethnicity at work action plan: looking ahead to 2024.

In 2024 we will continue to build on the third pillar, while starting to focus on the 2nd pillar.



Empowering career development

In 2024 we will focus on how to support our people from ethnically diverse backgrounds to progress in their careers by holding a workshop for our embrace@randstad employee network group on career pathways and having *Great Conversations.



Inclusive Recruitment

Our Internal Talent Acquisition Team (ITA) will take part in inclusive recruitment training to support a skills-first based approach and widen our opportunities for great inclusion when bringing colleagues into our business.

We will also develop a refreshed Inclusive Recruitment Strategy which will focus on inclusive recruitment and internal mobility.



Listening sessions

We will hold a number of listening sessions with our embrace@randstad employee network group to understand current sentiment, and collaborate with the group to define where the business should implement targeted actions and raise further awareness on racial inclusion.

*Great Conversations are an internal term for career and personal development conversations between the manager and employee.





“As we move forward, our commitment to advancing racial inclusion and addressing the ethnicity pay gap remains unwavering.

“We want to create a culture where every individual feels valued and empowered.”

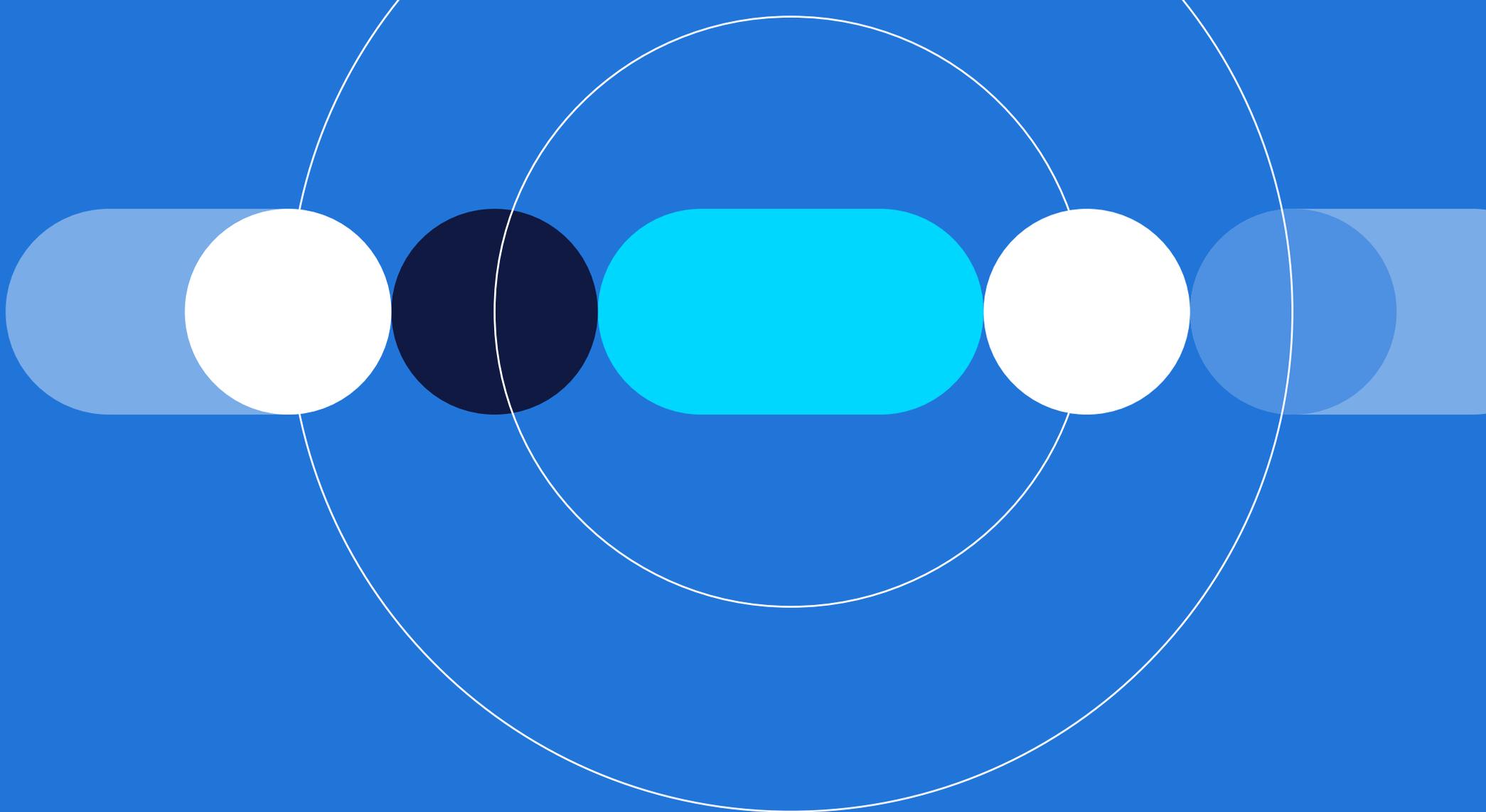
Abdul Manik Chief Digital and Transformation Officer
and Co-Sponsor of embrace@randstad

“We have worked hard in the last 12 months to improve representation of ethnically diverse colleagues across the organisation, and we’ve seen much improved representation across the organisation in roles we have actively recruited for as a result of this focus.

It will take some time to achieve all the changes we want to see, especially across senior management roles, but I am confident in the progress we are making.”

Sadie Besley, Divisional Managing Director
and Co-Sponsor of Embrace





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partner for talent.