



# gender and ethnicity pay gap analyses.

April 2023- April 2024  
Randstad UK  
Randstad Sourceright UK



partner for talent.

# contents.





# statement from CEO.

# statement from CEO. Vicky Short.

As a leading global talent organisation, Randstad is deeply committed to equity, diversity, and inclusion. Our values are rooted in ethical principles, and we place fairness at the core of everything we do. We remain dedicated to closing the gender and ethnicity pay gaps while fostering a workplace culture that values and respects individual differences, ensuring that all employees feel empowered to thrive.



For the fourth consecutive year, we are publishing our combined gender and ethnicity pay gap analysis, demonstrating our dedication to improvement. However, we acknowledge with concern that our median and mean pay gaps have widened across Randstad UK and Randstad Sourceright UK. Despite significant efforts to improve these figures, the increase in our corporate employees' pay gap is not an outcome we take lightly. We recognise the need for sustained, targeted action to address these disparities and are committed to implementing systemic solutions.

While ethnicity pay gap reporting is not a mandatory requirement for UK organisations, Randstad firmly believes in full transparency and accountability. By openly sharing our current position, setting clear commitments, and defining measurable actions for improvement, we aim to drive meaningful and lasting change.

Achieving equitable pay, embracing workforce diversity, and fostering an inclusive culture are fundamental to our business success. These principles not only strengthen our organisation but also ensure that Randstad remains a great place to work for all employees.

declaration:

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

Victoria Short

CEO



# randstad statutory gender pay gap.



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# 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.

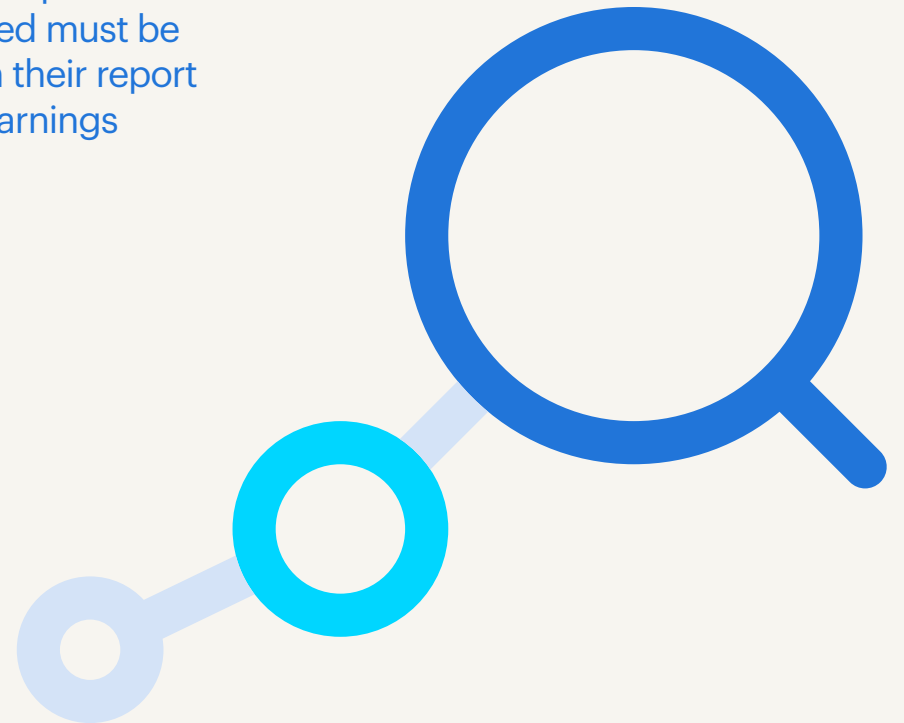
As a leading talent company, we have to report on our corporate employee data PLUS data from our clients' temporary workforce, who we payroll on their behalf. It is important to note that Randstad's clients set the pay rates for their temporary workforce. As a result, our data for the 2023-2024 reporting period is showing that our gender pay gap is 9.48% at the mean and 1.28% at the median.

We have included our 2021, 2022 and 2023 figures along with our 2024 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.

Disclaimer: Randstad complies with all applicable local labor laws and regulations in the jurisdiction of employment, which may supersede any company-wide policies or guidelines. In the event of any conflict between local labor laws and company policies, the applicable local laws will take precedence, and Randstad is committed to ensuring compliance with such laws to protect the equal opportunity and rights of its employees.





# 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 mean gender pay gap?

The mean gender pay gap is the difference between average hourly earnings of men and women employees 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.

## 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 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.

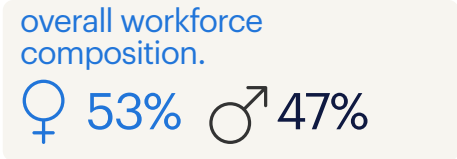
# gender pay gap: the statutory numbers.

## why we have a gender pay gap.

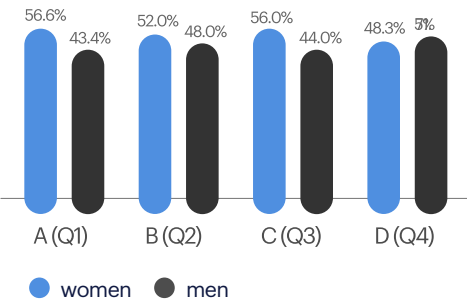
Our mean pay gap has increased from -1.9% to 9.48%, The median gap has also decreased from 1.6% to 1.28%.

This data includes all temporary workers we placed with our clients (as we are legally required to report).

Across all pay quartiles there is a very marginal gap to reaching gender parity, this is why our mean and median pay gaps remain low.



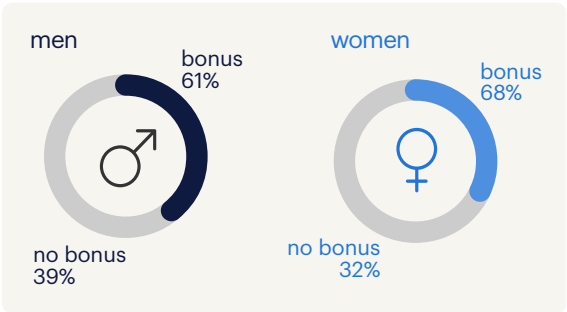
## gender distribution by pay quartiles.



pay gap	mean	median
April 2024	9.48%	1.28%
April 2023	-1.90%	1.60%
April 2022	-16.98%	-18.63%
April 2021	-7.68%	-5.92%

## bonus participation.

From the charts below we can see a larger proportion of women received a bonus compared to men.



## pay gap

	2022	2023	2024	2024 vs 2023
♂ men receiving bonus	23.16%	22.90%	60.70%	37.80% ↑
♀ women receiving bonus	23.44%	20.50%	67.63%	47.13% ↑

Bonus pay gap	Mean	Median
April 2024	37.78%	21.24%
April 2023	-70.40%	-136.50%
April 2022	-42.68%	-91.35%
April 2021	-27.96%	-169.54%

There was an increase for both men and women in the proportion of bonuses received in 2024 compared to 2023. Looking at the 2024 data, we can see a higher proportion of women receiving a bonus in comparison to men. The bonus gap at Randstad is currently favouring male employees at the median by 21.24% and mean by 37.78%.

This data includes temporary workers we placed with our clients (as we are legally required to report).

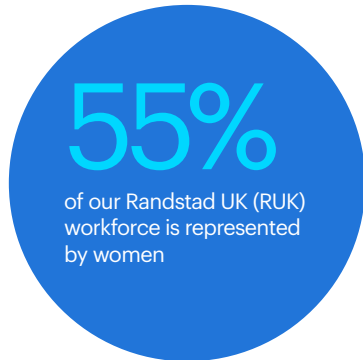
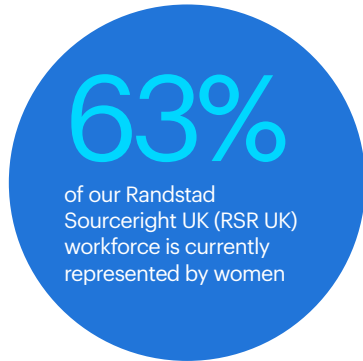






# randstad's employee data: gender pay gap.





## 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 63.4% of our Randstad Sourceright UK (RSR UK) workforce, of the management roles that we have, 60.5% are undertaken by women and 59.8% of promotions were awarded to women in our business.

We are also pleased in this reporting cycle women represented 54.6% of our Randstad UK (RUK) workforce, with 42.3% of management roles filled by women, and all are lead by our female CEO. 52% 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.

# randstad UK's gender pay gap.

## why we have a gender pay gap.

Our mean pay gap has increased from 13.38% to 17.63%, despite three years of consecutive reductions. The median gap has also risen from 8.64% to 13.08%, primarily due to lower female representation in senior roles.

Our Construction & Property (C&P) division significantly impacts these figures, as it remains male-dominated across all levels. While 17% of C&P manager roles are now held by women, this remains a critical focus area.

Although women continue to make up 53% of our workforce (2023–2024), the pay gap has widened due to increased female representation in the bottom two pay quartiles and decreased representation in the top two quartiles. We have done further internal analysis of the average pay gaps at different job levels which confirms that this imbalance is the main driver of our pay gap.

We conduct an annual equal pay analysis and can confirm we do not have any equal pay discrepancies.

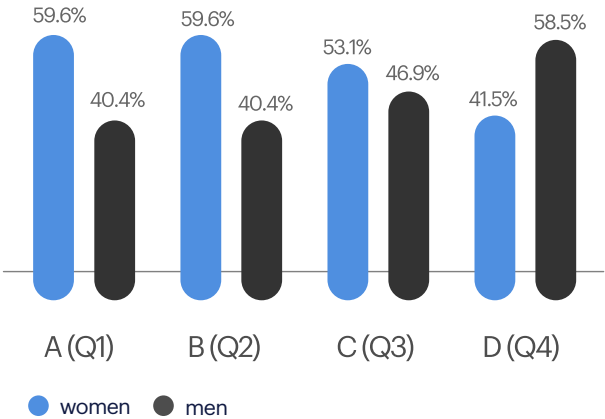
overall workforce composition.

2023. 2024.

♀ 53% ♂ 47% | ♀ 53% ♂ 47%

bonus pay gap	Mean	Median
April 2024	17.63%	13.08%
April 2023	13.38%	8.64%
April 2022	15.43%	12.20%
April 2021	18.54%	16.73%

## gender distribution by pay quartiles.



pay gap	2022	2023	2024	2024 vs 2023
♂ men receiving bonus	97.19%	93.48%	91.21%	2.27% ↓
♀ women receiving bonus	96.24%	94.88%	91.34%	3.53% ↓

Bonus pay gap	Mean	Median
April 2024	37.56%	29.03%
April 2023	33.57%	32.53%
April 2022	42.20%	48.86%
April 2021	52.91%	49.57%

In 2024, the percentage of men and women that received a bonus had decreased by a small percentage, in line with business financial performance. This has then lead to the median bonus payment decreasing from 32.53% in 2023 to 29.03% in 2024.

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 morewomen in junior roles, where bonuses are lower. Additionally, 90% of our part-time workforce consists of women, and the number of female part-time employees has increased compared to the previous reporting period. Finally, the number of women taking maternity leave has also risen since the last reporting period. These are factors that have contributed to the bonus pay gap.



# randstad sourceright UK gender pay gap.\*

## why we have a gender pay gap.

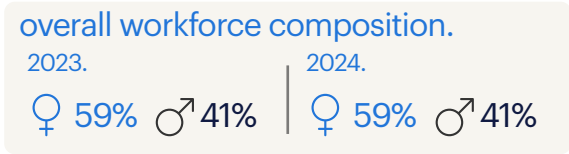
Our 2024 data shows a slight increase in our pay gap from 2023, with the mean rising by 1.22% and the median by 1.05%.

Women continue to make up 59% of our workforce (2023–2024), but the pay gap has widened due to increased female representation in the lowest pay quartile and decreased representation in the highest pay quartile. We have done further internal analysis of the average pay gaps at different job levels which confirms that this imbalance remains the key driver of the pay gap.

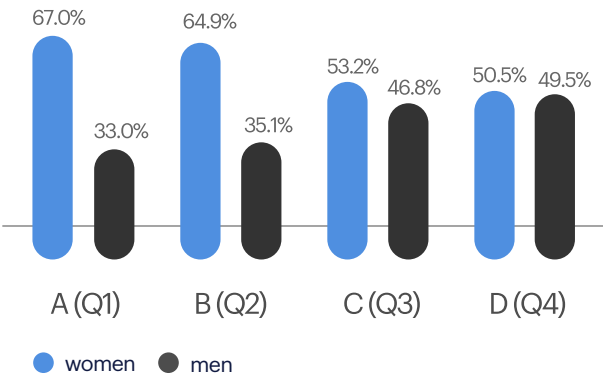
We recognise this challenge and remain committed to addressing it. We will continue to analyse pay and representation data to identify and tackle any issues.

We conduct an annual equal pay analysis and can confirm we do not have any equal pay discrepancies.

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



	Mean	Median
April 2024	11.46%	16.20%
April 2023	10.24%	15.14%
April 2022	21.60%	22.82%
April 2021	9.77%	14.60%



	2022	2023	2024	2024 vs 2023
men receiving bonus	100%	87.50%	87.98%	0.48%
women receiving bonus	100%	91.81%	89.77%	-2.04%
Bonus pay gap				
	Mean		Median	
April 2024	-5.75%		-3.01%	
April 2023	10.01%		2.13%	
April 2022	20.25%		-10.22%	
April 2021	38.17%		-1.96%	

In 2024, the percentage of women receiving a bonus slightly decreased, while the percentage of men receiving a bonus very slightly increased. However the percentage of women receiving a bonus was slightly higher than the percentage of men receiving a bonus, which has then caused our mean and median bonus pay gaps to both favour women.

Our mean bonus pay gap has decreased by 15.76% and our median bonus pay gap has decreased by 5.14%. We are pleased that our mean and median bonus pay gaps have substantially reduced, and this is mainly due to a higher proportion of women being on higher bonus schemes.





# randstad's employee data: ethnicity pay gap.

# randstad UK's ethnicity pay gap.

## why we have a ethnicity pay gap.

Both our mean and median ethnicity pay gaps have slightly increased from last year. The mean gap is now 13.09% (up 4.19%), and the median is 16.96% (up 5.87%).

It's important to distinguish the pay gap from equal pay—our analysis confirms no discrepancies in like-for-like roles, and we conduct an annual equal pay review. Instead, the ethnicity pay gap reflects underrepresentation in senior roles. Addressing this remains our priority, with a focus on increasing and advancing ethnically diverse talent.

Our pay gap exists because, while 17% of our workforce is from ethnically diverse backgrounds, representation is higher in junior (lower-paid) roles and lower in mid-management, senior management, and leadership (higher-paid) roles. We have done further internal analysis by job level which shows that this imbalance drives the overall average pay gap.

The widening of our pay gap this year is primarily due to a significant reduction in overall headcount following business transformation, which disproportionately impacted junior roles, reducing representation across all pay quartiles and job levels. We know that we have more work to do to ensure that we are continuing to focus on increasing ethnically diverse representation in our mid-management and senior leadership roles.

## overall workforce composition.

2023

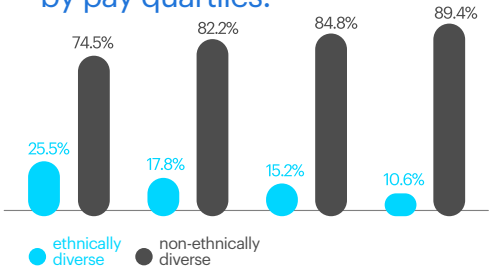


2024



	Mean	Median
April 2024	13.09%	16.96%
April 2023	8.90%	11.09%
April 2022	14.50%	5.80%
April 2021	9.20%	9.20%

## ethnicity distribution by pay quartiles.



	Mean	Median
April 2024	48.97%	45.18%
April 2023	37.43%	47.73%
April 2022	49.54%	45.92%
April 2021	-	-

	2022	2023	2024	2024 vs 2023
ethnically diverse receiving bonus	-	95.18%	86.81%	-8.36% ↓
non-ethnically diverse receiving bonus	-	93.83%	92.27%	-1.56% ↓

Our mean bonus pay gap has increased from last year, whilst our median bonus pay gap has decreased. The mean bonus pay gap is now 48.97% (up by 11.54%) and the median is 45.18% (down by 2.54%).

The bonus pay gap can be attributed to factors such as we tend to have a greater representation of White British employees in senior management positions. We also have a greater representation of White British employees who are in sales / commissioned based roles which traditionally have higher bonuses across the year - almost 73% of our sales population is non-diverse.

Additionally, almost a 6% of our part-time employees are ethnically diverse, which impacts on pro-rated 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 in different roles and at different levels.

# initiatives to address our pay gaps.

## this year we have:

- Increased the voices of underrepresented groups through our monthly EDI newsletter, showcasing more diverse role model stories
- Increased the engagement and membership numbers of our Employee Network Groups (ENG) - encouraging the sharing of more role model stories and lived experiences marking dates such as International Women's Day, International Day of Elimination of Racism, Black History Month, South Asian Heritage month, Wellbeing Week etc.
- Launched a new ENG called the Parenting ENG, focussing on supporting parents in the workplace
- Continued promoting a culture of flexible working to suit more work life balance
- Increased awareness of women's health through spotlight sessions and more supportive policies - launching our Menopause, Baby Loss and Fertility Policies
- Continued our commitment to equal pay analysis and conducted this analysis across gender and ethnicity to ensure we had no equal pay discrepancies
- Introduced Assess First and diverse recruitment panels for senior leadership roles to our recruitment process to eliminate bias
- Set up a EDI council for our Internal Talent Acquisition team to ensure there is a focus on EDI
- Won REC's Diversity Initiative of the Year Award
- Continued to make progress on our ethnicity action plan, holding specific career development conversations for our Embrace members and held listening sessions to further understand sentiment.

## next year we will:

-  Run the second cohort of the women's mentoring program
-  Continue to create an inclusive culture through our ENG's
-  Continue to support more targeted initiatives to increase the representation of underrepresented groups at mid-management to senior management positions
-  Launch the first cohort of the mutual mentoring programme with our Leadership Team
-  Hold culture and respect at work workshops across our male dominated industry areas

48%

management roles held by women

42%

of management roles held by women

57%

57% of women returning to work after maternity leave in the reporting year





# maintaining our commitment to becoming the world's most equitable and specialised.



“We are continuously learning, unlearning and trying to do better in equity and inclusion for all. Despite challenges that the future might hold within the market, I am positive that our commitment to EDI will remain unwavering and that we will continue to work towards addressing the underrepresentation in the business.”

Nikki Brain  
Sponsor of Gender ENG

“Representation from diverse groups remains a challenge within our senior management teams, through the work with the network groups and our leadership team, I am committed to continue to champion, advocate and ally so that we see the change that we want”

Sadie Besley  
Sponsor of Embrace ENG

## Our ENG Sponsors in RUK



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



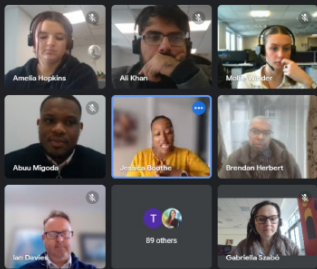
Abdul Manik Chief Digital and Transformation Officer and Co-Sponsor of embrace



Rachael Langton, Divisional Managing Director and Sponsor of Parenting



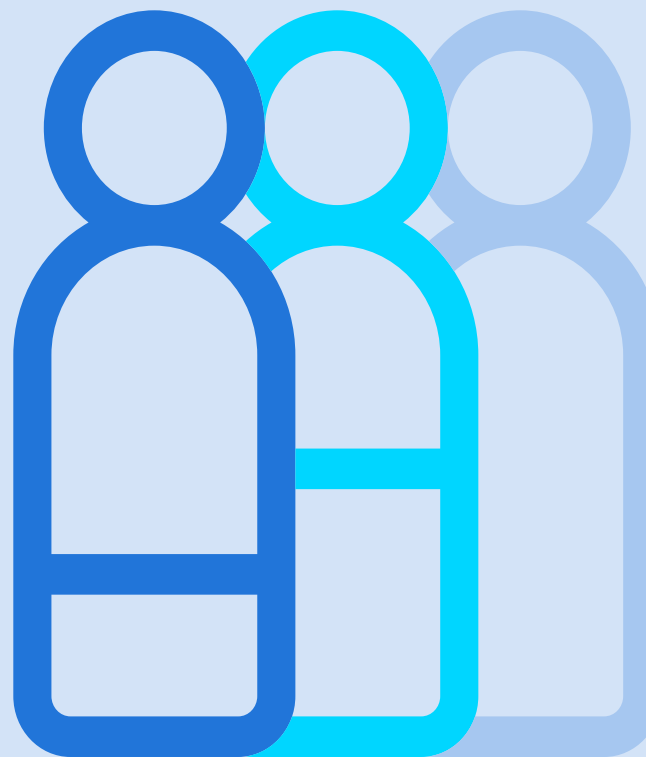
Nikki Brain Divisional Managing Director and Sponsor of Gender



exploring the path  
to parenthood.

20 July, 12.30pm to 1.15pm





partner for talent.