

gender and ethnicity
pay gap analysis.



randstad

partner for talent.

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statement from kajetan slonina, MD randstad UK and ireland.

At Randstad, as the world's leading partner for talent, we believe that an equitable workplace is a high-performing one. Our values are rooted in the principle that while talent is everywhere, opportunity must be intentionally fair. This is why closing the gender and ethnicity pay gaps remains a top priority for myself and the entire leadership team.

We are now in our fifth year of publishing these combined figures, and the data this year shows a clear, positive trend: our pay gaps are narrowing. This isn't a coincidence; it is the direct result of the targeted, sustained action we have taken across our UK and Sourceright businesses against a background of business transformation and economic challenges. While we celebrate this progress, we recognise that our journey toward equity requires ongoing diligence and a commitment to systemic change.

Choosing to report on our ethnicity pay gap - despite it not being a legal requirement - reflects our commitment to visibility and transparency. We believe that by being open about where we are today, we can be more effective in reaching where we need to be tomorrow.

Ultimately, our goal is simple: to ensure Randstad remains a place where everyone, regardless of their background, has the platform and the support they need to succeed. Our commitment to these principles is what makes us a stronger partner for talent to our clients and a better home for our people.

declaration:

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

Kajetan Slonina
Managing Director, Randstad UK & Ireland



Disclaimer: Randstad complies with all applicable local labour 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 labour 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.

randstad 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 2024-2025 reporting period is showing that [our gender pay gap is -32.62% at the mean and -15.5% at the median.](#)

We have included our 2021, 2022, 2023 and 2024 figures along with our 2025 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 fifth 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.



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.

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.

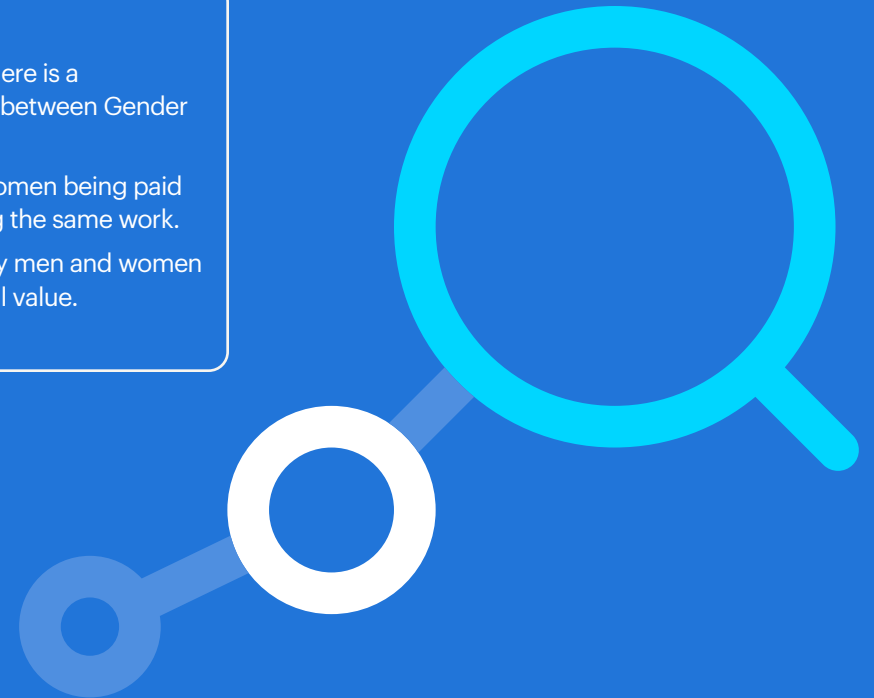
We are confident we pay men and women equally for work of equal value.

what is the 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.



gender pay gap: the statutory numbers.

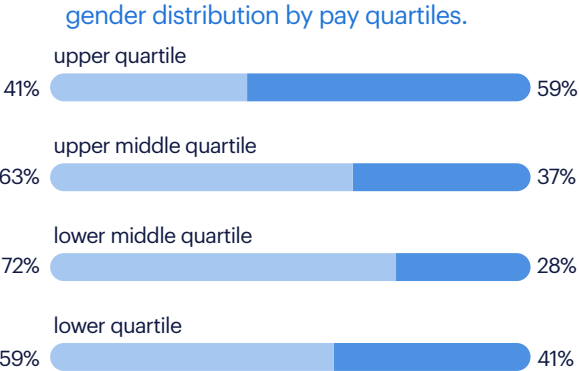
why we have a gender pay gap

Our mean pay gap is -32.62 and the median gap is -15.50. This statutory data includes all temporary workers we placed with our clients (as we are legally required to report). Since the last reporting cycle, the mean and median have reversed with the pay gaps favouring females.

Female employees are most strongly represented in the highest pay quartile. Conversely, men make up the majority of the workforce in all other pay quartiles.

Female representation is declining, year on year, in the second, third, and fourth quartiles. As women move out of lower-paid roles or are hired primarily into senior ones, the female average pay continues to rise relative to men.

The figures are legally required to include all temporary workers placed with clients. The distribution of these temporary workers across different pay levels - specifically as a large volume of men are in lower-paid temporary roles - directly impacts these statutory percentages.

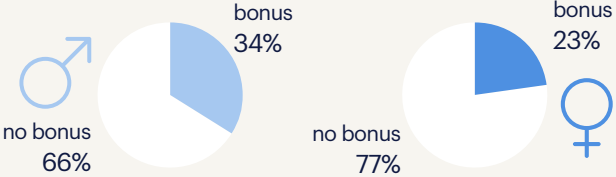


overall workforce composition.



pay gap	mean	median
April 2025	-32.62%	-15.50%
April 2024	9.4%	1.28%
April 2023	-1.9%	1.6%
April 2022	-16.98%	-18.63%
April 2021	-7.68%	-5.92%

bonus participation.



	2023	2024	2025	2025 vs 2024
males receiving bonus	22.90%	60.70%	33.64%	↓ -27.06%
females receiving bonus	20.5%	67.63%	22.52%	↓ -45.11%

bonus pay gap	mean	median
April 2025	-32.84%	-31.51%
April 2024	37.78%	21.24%
April 2023	-70.4%	-136.5%
April 2022	-42.68%	-91.35%
April 2021	-27.96%	-169.54%

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



randstad gender pay gap - employee only data.

Randstad's vision is to become the world's most equitable and specialised talent company. 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 58% of our Randstad Sourceright UK (RSR UK) workforce. Of the management roles that we have, 54% are undertaken by women. In RSR UK, 62% of promotions were awarded to women in our business.

We are also pleased in this reporting cycle women represented 54% of our Randstad UK (RUK) workforce, with 57% of management roles filled by women. 59% 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 gender pay gap.

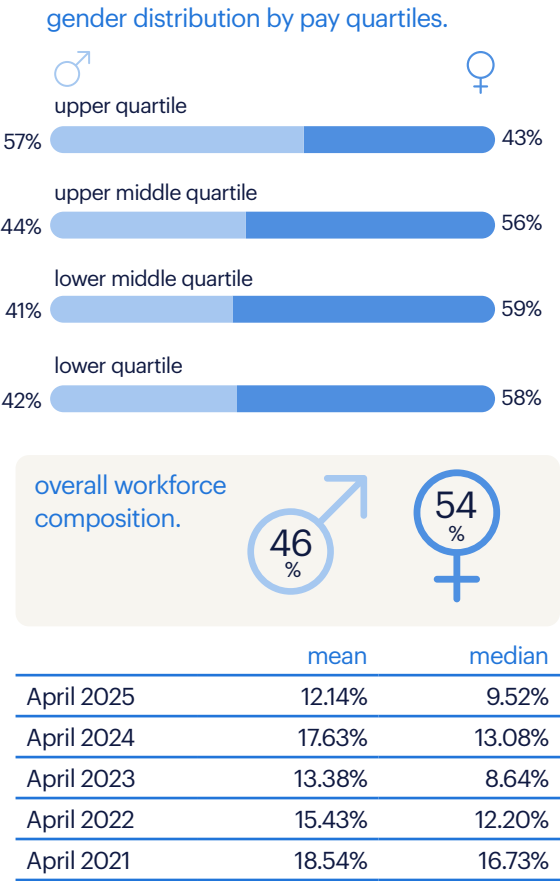
why we have a gender pay gap

For Randstad UK (excluding temporary workers placed with clients), our mean pay gap has decreased to 12.14% and our median gap has also decreased to 9.52%, which is positive news.

The continued pay gap reflects an imbalance in senior roles, where men hold the majority of the highest-paid jobs, disproportionate to the numbers in the workforce. Despite near-parity in the middle and lower pay quartiles, this concentration of highest earnings among men remains the overwhelming driver. The fact that the mean gap is wider than the median gap also suggests that the very highest salaries are disproportionately held by men.

Our Construction, Property and Engineering (CPE) division significantly impacts these figures, as it remains male-dominated across all levels. While 23% of CPE manager roles are now held by women, this remains a critical focus area.

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



	2023	2024	2025	2025 vs 2024
males receiving bonus	93.48%	91.21%	80.33%	↓ -10.88%
females receiving bonus	94.88%	91.34%	87.25%	↓ -4.09%

bonus pay gap	mean	median
April 2025	39.98%	34.94%
April 2024	37.56%	29.03%
April 2023	33.57%	32.53%
April 2022	42.20%	48.86%
April 2021	52.91%	49.57%

The mean and median bonus gap increased this year. 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. Additionally, 95% 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 tripled from 7 to 21 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

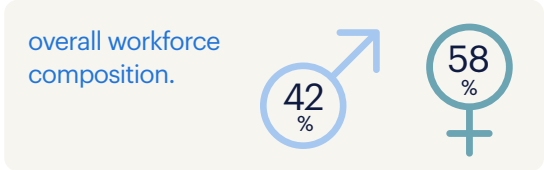
Our 2025 data shows that the Randstad Sourceright UK mean pay gap has decreased to 3.32% and our median pay gap has also decreased to 7.07%.

Women make up 58% of our workforce. The narrowing of the gap is driven by progress at both ends of the spectrum: an increase in female representation in the highest pay quartile and a significant rebalancing in the lowest pay quartile. Women are still underrepresented compared to the workforce in the upper two quartiles and that remains the key driver of the pay gap.

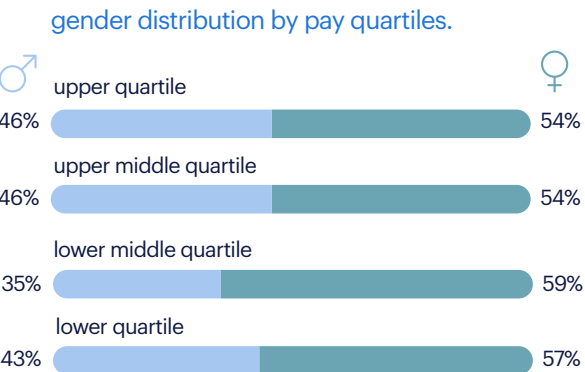
We recognise this challenge and remain committed to addressing it. We will continue to analyse pay and representation data to identify and tackle any issues.

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 2025	3.32%	7.07%
April 2024	11.46%	16.20%
April 2023	10.24%	15.14%
April 2022	21.60%	22.82%
April 2021	9.77%	14.60%



	2023	2024	2025		2025 vs 2024
males receiving bonus	20.90%	83.84%	85.34%	↑	1.50%
females receiving bonus	29.00%	84.97%	87.69%	↑	2.72%

	mean	median
April 2025	-25.10%	2.43%
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 2025, the percentage of females receiving a bonus slightly increased, as did the percentage of males receiving a bonus. The percentage of females receiving a bonus was still slightly higher than the percentage of males receiving a bonus, which has then caused our mean bonus pay gap to significantly favour women. Our median bonus pay gap has flipped back slightly favour men. This shows that while the typical male employee received a slightly higher bonus than the typical female employee this year, a small number of women received a much larger bonus.

This resulted in the mean bonus paid to women far exceeding the mean paid to men. This pattern indicates successful female representation at the highest levels of the organisation, while the underlying bonus structure has returned to still slightly favoring men.

randstad UK ethnicity pay gap.



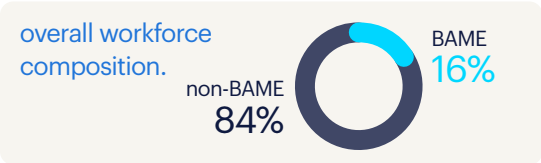
why we have an ethnicity pay gap

Our mean ethnicity pay gap for Randstad UK has reduced to 10.09% and our median pay gap has also reduced to 15.14%

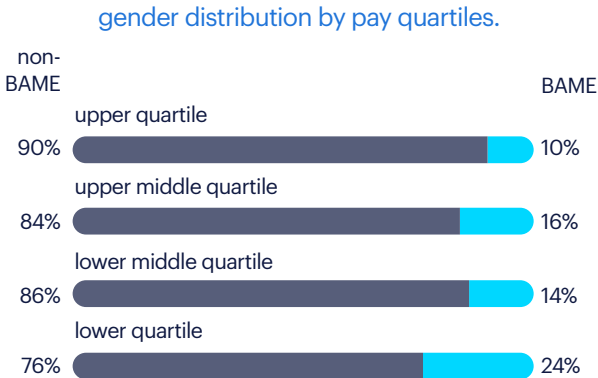
While the gap has narrowed in both metrics, there remains a pay gap, driven by disparity across the core workforce. The median gap is wider than the mean gap which means ethnically diverse employees are disproportionately concentrated in the lowest-paid roles and underrepresented in the highest-paid quartile. This imbalance drives the overall average pay gap. Addressing this remains our priority, with a focus on increasing and advancing ethnically diverse talent.

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.

The narrowing of our pay gap this year is due to improved distribution in the middle quartiles, which indicates that employees from ethnic backgrounds are moving into higher level roles and less concentrated in lower pay quartiles. 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.



	mean	median
April 2025	10.09%	15.14%
April 2024	13.09%	16.96%
April 2023	8.90%	11.09%
April 2022	14.50%	5.80%
April 2021	9.20%	9.20%



	2023	2024	2025	2025 vs 2024
males receiving bonus	93.48%	91.21%	80.33%	↓ -6.53%
females receiving bonus	94.88%	91.34%	87.25%	↓ -7.00%

bonus pay gap	mean	median
April 2025	44.24%	50.06%
April 2024	48.97%	45.18%
April 2023	37.43%	47.73%
April 2022	49.54%	45.92%
April 2021	-	-

This year the mean bonus gap has reduced so bonus parity has improved at higher levels but the median bonus gap has increased to over 50%. This means the typical employee from a White British background is receiving a bonus that is about double the value of an typical employee from an ethnic background.

The bonus pay gap can be attributed to factors such as 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 - 82% of our sales population is non-diverse. Additionally, 5% 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.

In 2024-25, during a period of significant business change and transformation, we have:

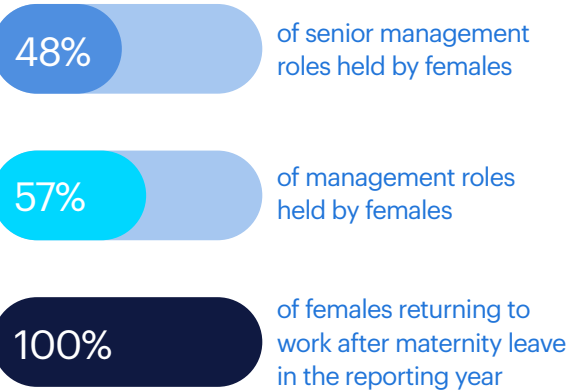
-  run the second cohort of the female mentoring program
-  continued to create an inclusive culture through our Employee Network Groups (ENGs)
-  continued to support more targeted initiatives to increase the representation of underrepresented groups at mid-management to senior management positions
-  held culture and respect at work workshops across our male dominated industry areas
-  launched a new ENG called the Armed Forces ENG

In April 2025- April 2026, another period of significant business transformation, we:

-  Continued to have a focus on supporting female development by:
 - Launching a return to work buddy scheme for returning mothers.
 - Launching an employee and manager guidance pack and webinar for maternity leave.
 - Introduced support around the neo-natal leave act.
-  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.
-  Continued our commitment to equal pay analysis and conducted this analysis across gender and ethnicity to ensure we had no equal pay discrepancies.



 randstad UK



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



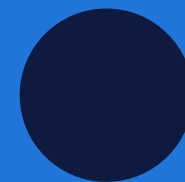
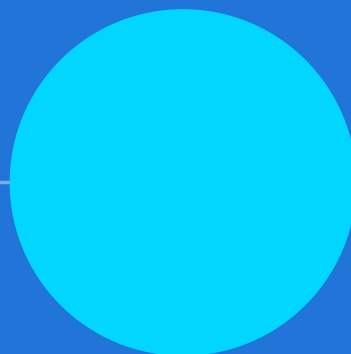
“True equity requires both data-driven strategy and a culture of belonging. This year’s report shows that our commitment to gender parity is translating into real results. I am proud to sponsor a network that holds us accountable and ensures that Randstad continues to be a workplace where talent knows no gender.”

Nikki Brain
Sponsor of Gender Employee Network Group



“Our commitment to ethnicity pay gap reporting reflects Randstad’s belief that visibility drives accountability. The narrowing gaps we see this year are a testament to our sustained efforts to build a more representative and inclusive business. We are celebrating this milestone while remaining focused on the measurable actions that will continue to drive lasting change for our people.”

Sadie Besley
Sponsor of Embrace Employee Network Group



partner for talent.