

gender & ethnicity

pay gap analysis.

2022

  
randstad



# contents.

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# statement from our HR director.

As the global leader in the HR services industry, Randstad strongly believes in equity, 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 every day 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 second time, we are publishing both our Gender and Ethnicity Pay Gap Reports. 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 towards identifying areas we will address, where we will take action and where we will hold ourselves accountable for making change happen at Randstad.

Over the past year, we have been actively building upon the foundations of our ED&I Strategy and focused gender and ethnicity action plans. As a leadership team, we have encouraged our managers to have open and supportive conversations to balance work expectations. We have engaged with and listened to our people on the future ways they want to work. We are continuing to evolve our Flex@Randstad 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 to further inform our ethnicity action plan. Our gender and ethnicity network groups have been growing in membership and in increasing strategic importance to ensure we listen and understand the true experience of our people in our business.

We have made great progress, and we are proud of the how far we have come to date. We do recognise that there is more focused and systematic intervention needed to impact both gender and ethnicity pay gaps and this is key to our approach in 2023. Our work doesn't stop here - we are continuing to pursue our goal of gender and ethnicity parity and our commitment to making Randstad a fully inclusive place to work.

In 2023, we will continue to prioritise improving diversity in all its dimensions, and to 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 5 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 UK&I (RUK) 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).

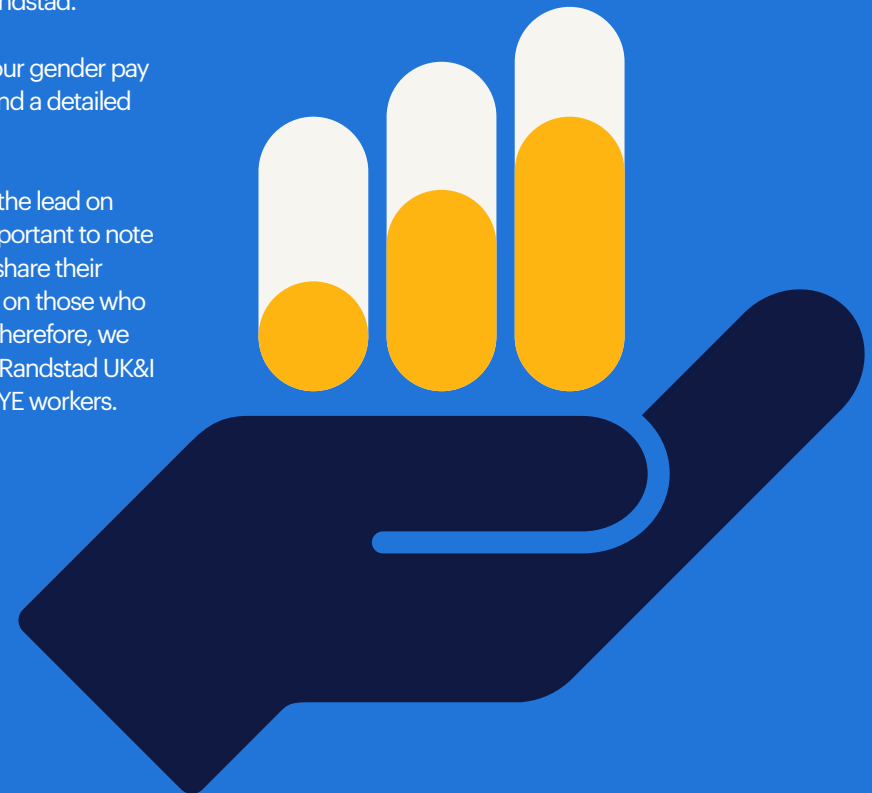
Please bear in mind that Randstad's clients set the pay rates of their temporary workforce. As a result of this, our data for the 2022 reporting period is showing that our gender pay gap is -16.98%\*.

\*Negative (-) figures indicate women are paid more than men

We have included our 2021 figures alongside our 2022 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 to being an inclusive workplace here at Randstad.

This is the third 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](#).

This is something we've chosen to take the lead on without obligation to report. It is also important to note that our employees are not required to share their ethnicity, so our findings are only based on those who have voluntarily provided information. Therefore, we have reported our ethnicity pay gap for Randstad UK&I 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 median gender pay gap is the difference between the midpoints in the ranges of men's and women's hourly rate pay.

### Equal pay

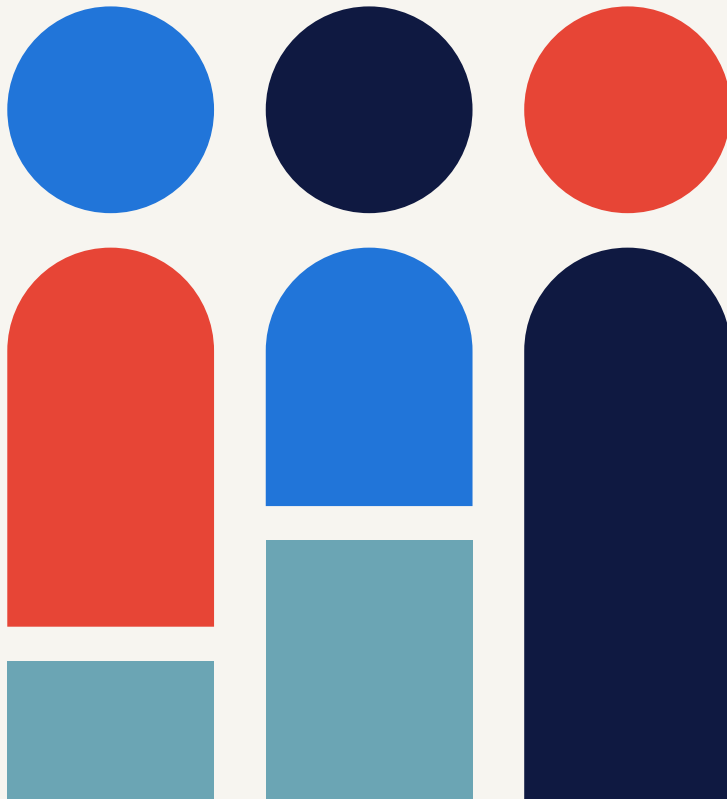
It is important to note there is a fundamental difference between Gender Pay and Equal Pay. Equal Pay is men and women being paid the same for the same work. We are confident we pay men and women equally for work of equal value.

## 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 2022	-16.98%	-18.63%
At April 2021	-7.68%	-5.92%

This data shows that women were paid 16.98% more than men in 2022 using the mean calculation, and 18.63% more than men using the median. This data includes all of the temporary workers that we place with our clients (as we are legally required to report).

## bonus pay

	mean	median
12 months to April 2022	-42.68%	-91.35%
12 months to April 2021	-27.96%	-169.54%

This data shows that for bonus payments women were paid 42.68% more than men in 2022 using the mean calculation, and 91.35% more than man using the median. This data includes all of the temporary workers that we place with our clients (as we are legally required to report).

proportion of  
males and females  
receiving a bonus.

## 2022

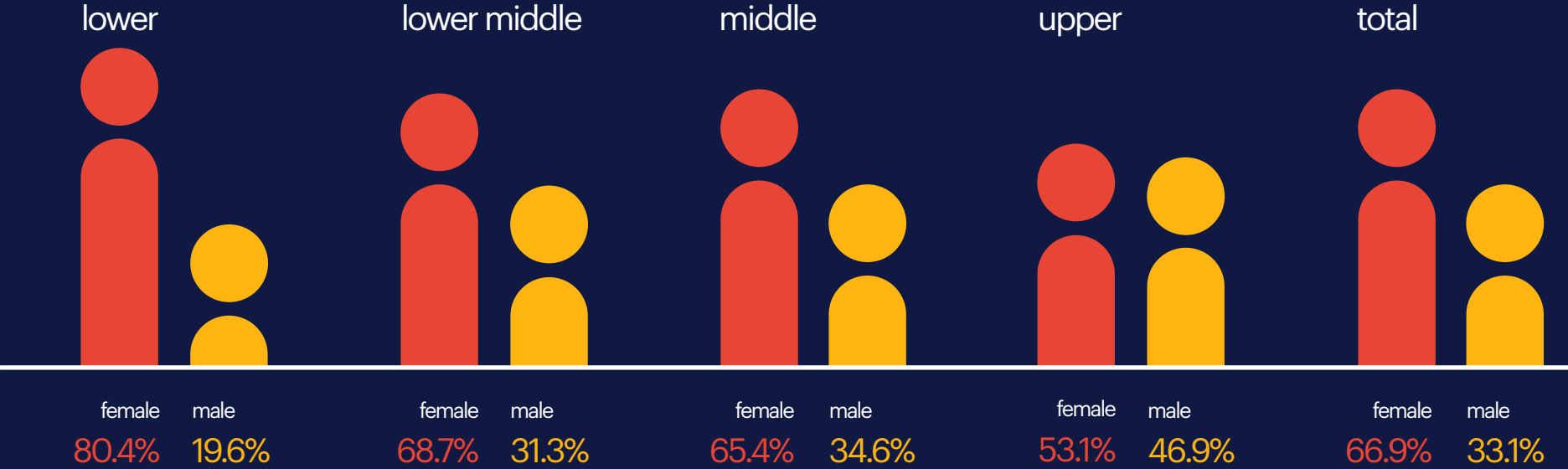
	Men	Female
Yes	23.16%	23.44%
No	76.84%	76.56%

## 2021

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



# proportion of males and females in each pay quartile.



employee only

data.



# human forward.

In the interest of transparency, in this report we also show our corporate employee data as this provides for a meaningful comparison in line with the spirit of the legislation.

We pride ourselves on having a best-in-class onboarding programme for new employees, especially when they are entering the world of recruitment for the first time.

In the last 12 months, 55.8% of all new starters in Randstad UK were female and 51.4% of our managers were female.

In the last 12 months, 57.4% of all new starters in Randstad Sourceright (RSR) UK were female and 61.4% of our managers were 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 2021. We know we have work to do, and we continue to work hard to ensure there is no unconscious bias when agreeing pay rates.

Since our previous report, we have introduced pay bands in a large part of our business, checked the annual pay review for fairness, and are now monitoring the Relative Salary Position in all areas monthly.

At Randstad UK we are proud to have a female CEO, and over the past three years to have maintained a leadership team which consists of at least 30% women. In our RSR area of the business, 70% of our leadership team are women.

While 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 past few years.



employee only data

RUK & RSR UK.



# gender pay gap randstad UK our numbers\*.

## hourly pay

	mean	median
At April 2022	15.43%	12.20%
At April 2021	18.54%	16.73%

This data shows that women were paid 15.43% less than men in 2022 using the mean calculation, and 12.20% less than men using the median. These results are heavily impacted by our Construction and Property (CP) division 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 CP population now being female. However, this is an area impacting our figures and on which we will continue to focus.

## bonus pay

	mean	median
12 months to April 2022	42.20%	48.86%
12 months to April 2021	52.91%	49.57%

This data shows that for bonus payments women were paid 42.20% less than men in 2022 using the mean calculation, and 43.86% 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. In addition 90% of our part-time workers are female (the results do not allow us to pro-rata part-time earnings up to be comparable). We also have more male employees working in our sales teams.

### Key:

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

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

\* This includes all RUK & Pareto (excluding CPE EW & Holdings Int)

proportion of  
males and females  
receiving a bonus.

## 2022

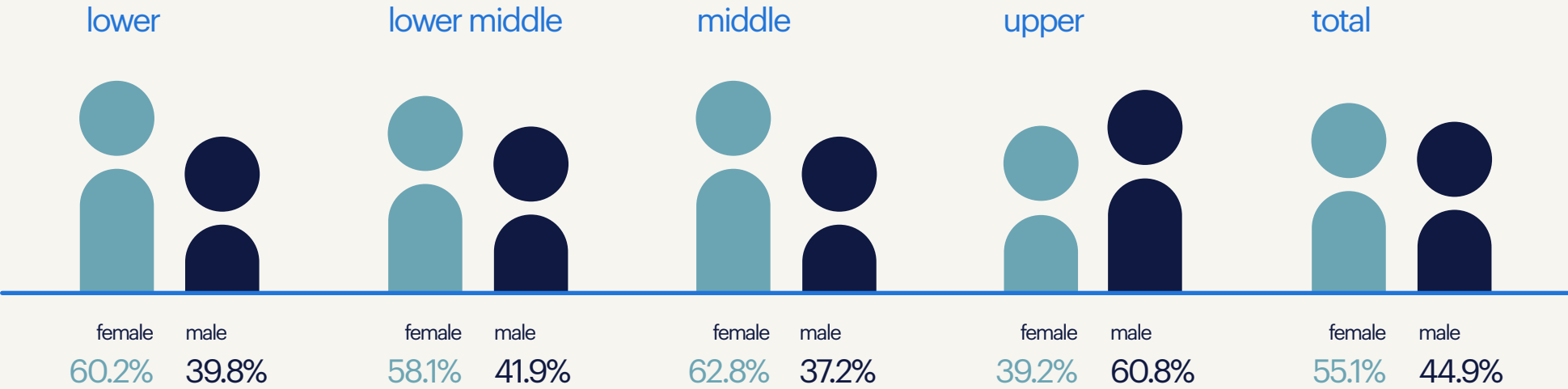
	Men	Women
Yes	97.19%	96.24%
No	2.81%	3.76%

## 2021

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



# RUK proportion of males and females in each pay quartile.



# gender pay gap

## RSR UK our numbers\*.

### hourly pay

	mean	median
At April 2022	21.60%	22.82%
At April 2021	9.77%	14.60%

This data shows that women were paid 21.60% less than men in 2022 using the mean calculation, and 22.82% less than men using the median. 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. We recognise this is an area impacting our figures which we will continue to focus on. In 2022 several global leadership roles were appointed who are based in the UK, which is also impacting and helps to also account for some of the increase in our pay gap figures this year. We have and will continue to drill down into our pay and representation data to address any issues identified. This recent analysis has indicated that we have some roles where people are paid by RSR UK, but the salary is determined by the client and this factor is also impacting our gender pay gap figures.

### bonus pay

	mean	median
12 months to April 2022	20.25%	-10.22%
12 months to April 2021	38.17%	-1.96%

This data shows that women were paid 20.25% less than men in 2022 using the mean calculation, and 10.22% more based on the median calculation this has reduced substantially since 2021. 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)

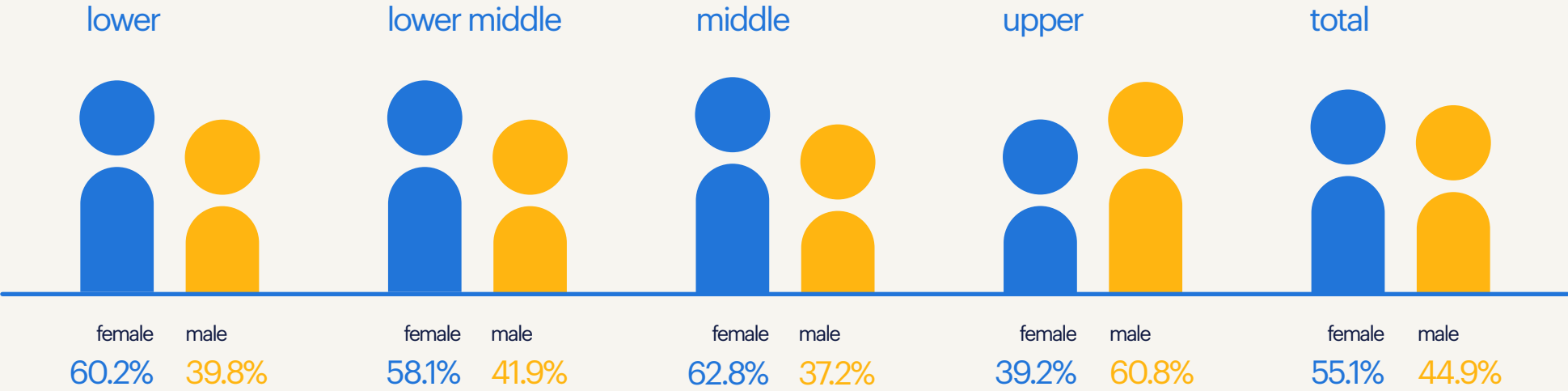
## proportion of males and females receiving a bonus.

2022	Men	Women
Yes	100%	100%
No	0%	0%

2021	Men	Women
Yes	54.17%	59.79%
No	45.83%	40.21%



# RSR UK proportion of males and females in each pay quartile.



# ethnicity pay gap our numbers.

## hourly pay

	mean	median
At April 2022*	14.5%	12.6%
At April 2021	9.2%	5.8%

This data shows that ethnic minorities were paid 14.5% less than white colleagues in 2022 using the mean calculation, and 12.6% less than white colleagues using the median. The pay gap percentages reflect the current demographics of our organisation\*\*. While we have good, overall representation from Black, Asian or other ethnic minorities at 17.4% overall, we have lower representation of employees from ethnic minority groups in senior higher paid roles. We have been able to identify certain areas of our business at certain grade levels split by gender with particularly lower representation, and will be implementing interventions to increase representation and lower/close the pay gap over the next year.

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 (eg, white vs ethnic groups) across an organisation, regardless of role or seniority.

## bonus pay

	mean	median
12 months to April 2022	49.54%	45.92%

This data shows that ethnic colleagues are paid 49.54% less than white colleagues using the mean calculation and 45.92% less than white colleagues using the median calculation in bonus payments. The current bonus pay gap in our teams are unacceptable, this can be attributed to factors such as we tend to have a higher representation of ethnic colleagues at lower grade roles and fewer at higher paid, more senior level roles.



### Key:

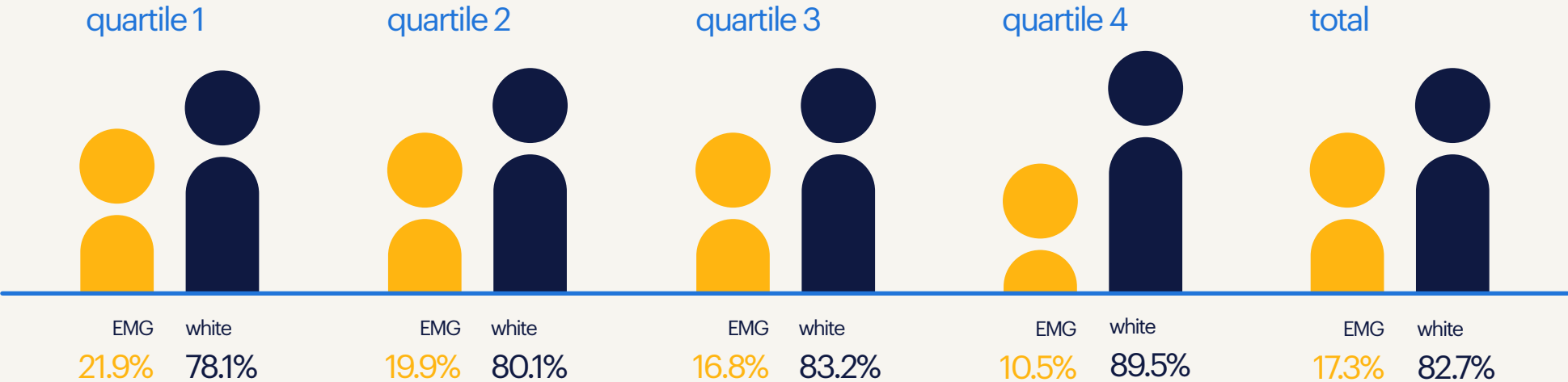
Plus (+) Figures indicate ethnic minority colleagues are paid less than their white colleagues

Minus (-) Figure indicate ethnic minority colleagues are paid more than their white colleagues

\*This is based on a voluntary completion rate of 97.5% of our people declaring their ethnicity.

\*\* 2021 Census data shows 18.3% of the UK population identifying from Black, Asian or other ethnic minorities.

# RSR UK proportion of ethnicity in each pay quartile



\* EMG - ethnic minority group



# ethnicity pay gap by gender and ethnicity

## our numbers.

### ethnicity group

	gap % to white
white	-0.0%
asian / asian british	10.4%
mixed / multiple ethnic groups	16.7%
black / african / caribbean	22.3%
other ethnic group	11.2%

When looking at ethnicity pay gap data, it is important to understand the complexities and nuances between each ethnic group. It is important to look at the data in more detail, not just at a high level, and understand which ethnic groups are particularly disadvantaged in terms of pay gap and representation. Our largest pay gap and lowest representation is for our Black male and female colleagues, then our mixed ethnic colleagues, followed by other ethnic groups and Asian/Asian British colleagues. All groups need significant improvement and the pay gaps, representation levels, and bonus pay gaps are unacceptable. We know where our largest gaps are and these are the areas we will focus on over the next year.



#### 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 2022?

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

## Investing in ED&I at Randstad

In 2021 we reaffirmed our ED&I commitment by investing in a wider Inclusion and wellbeing team dedicated to supporting our colleagues and clients to drive forward positive change. We have also invested and have senior sponsorship for our new gender employee network, established in 2022.

## 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 a deep dive analysis of our Gender Pay Gap (GPG) and representation data. These insights are enabling us to better understand the gender representation across Randstad, identifying areas where we need to laser focus and invest to create a more gender balanced organisation across all areas and levels.

We have already started using this data to analyse 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. We also introduced technology to ensure gender neutral language within our job descriptions and adverts.

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

We introduced anonymised CVs for certain roles to remove risk of bias from the process. And we have developed new standardised interview templates and training for our hiring managers around the importance of objective, competency-based assessment throughout our recruitment process.



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

## Flex@Randstad:

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

## Empowering and engaging our people through Our People Forum

We 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 a role in directly shaping conscious inclusion at Randstad with a two-way feedback loop between our people and our most senior leadership. Building on this, we have a new and active gender@randstad network group established alongside our pride@randstad and embrace@randstad employee networks. All have senior sponsorship as we see the value of the networks, providing support, enhancing career development, and contributing to creating an inclusive workplace for our people.

## 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. All of our senior leaders have undertaken inclusive leadership training, and this is a mandatory programme for any new, senior management team leaders joining our business.

We will be building upon this work in 2023 by embedding inclusive behaviours and principles into all of our leadership and manager training, including our managers' play book - a key tool for all people leaders.



A man with curly hair is looking down at a smartphone in his hands. He is wearing a dark sweater. The background is a blurred office or meeting room with other people sitting at tables.

how we are

accelerating  
progress in 2023

# building on our actions from 2022.

Our plan is to focus on the following areas in 2023 to accelerate gender pay parity and representation.

## We are driving greater inclusivity throughout the hiring process by

- Evolving our Employee Value Proposition and working with key external partners to help us attract candidates from more diverse backgrounds.
- We will continue to embed and promote Flex@Randstad, our approach to flexible and hybrid working, allowing greater flexibility and balance for our people.
- We are in the process of implementing a check against Relative Salary Position for all roles 16+ to ensure equal pay principles are in place for men and women joining our business.

## 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 we want parents and carers to feel fully supported. With this in mind, we are exploring a range of support options.
- The menopause is a significant life event, impacting many women in our business. Working in partnership with our gender employee network we have held a number of menopause awareness sessions, and developed employee and manager guides to support managing the impact of the menopause at work. We will continue to build on this support and programme into 2023.
- 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 accessing help.

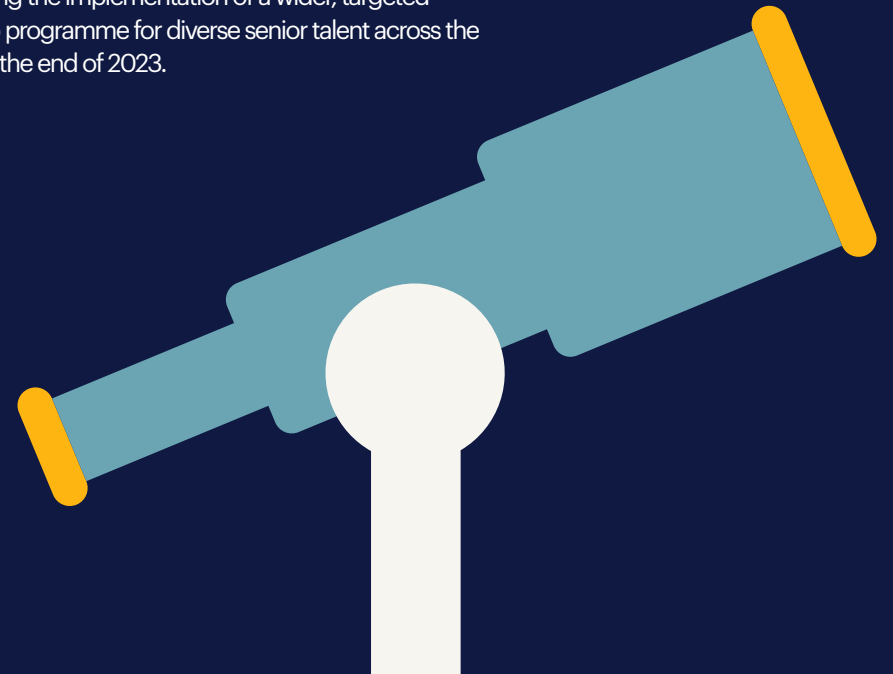


# building on our actions from 2022.

Our plan to focus on the following areas in 2023 to accelerate gender pay parity.

## Accelerating inclusive development and progression

- We recognise the importance of professional career development conversations and support programmes. Building on our Great Conversations and People Review processes, we are using data insights to build on our development programmes to identify where additional interventions might be needed, and we will pilot a targeted gender mentoring programme in the first half of 2023.
- As part of our D&I dashboard we will include an inclusion lens to our succession planning process, with gender being an important lens through which we will review and assess future talent in our business and giving us insights to where we need to focus our improvements.
- Across RSR we have introduced the Global Mentoring Programme aimed at supporting people to reach their full potential, providing feedback, helping to identify self-limiting beliefs, and helping to create empowered relationships.
- In RUK, where we have areas of improvement for gender representation, we are undertaking focus groups to understand our people's experiences of recruitment, working culture, and progression. This is to understand what we do well and what we need to improve.
- We continue to work hard to ensure there is no bias or inequity when agreeing pay rates in line with our commitment to inclusion and equality of opportunity.
- In RUK, we are developing our talent leadership programmes. In spring 2023, we launched our first female mentoring programme. We will continue with a clearly focused inclusion lens, exploring the implementation of a wider, targeted sponsorship programme for diverse senior talent across the business by the end of 2023.





ethnicity:  
progress made

ambitions in 2023



# ethnicity at work - our commitment.

In 2022 we made significant investments towards progressing our inclusion journey, including implementing an Inclusion Team, creating an ED&I Strategy, and focusing our efforts on embedding inclusion throughout our employee lifecycle.

In 2021 and 2022 we focused our efforts on further educating our people on a range of inclusion topics, from anti-racism, to allyship; understanding privilege to understanding unconscious bias; and more. This has led to a good understanding across the organisation of 'inclusion matters'.

In 2022, we dedicated efforts to increasing employee engagement on inclusion matters, and on establishing programmes to accelerate ethnic diversity, coupled with a sense of inclusion for all through our employee network groups and with our central ED&I People Forum.

Last year was the first time we published our ethnicity pay gap findings and our action plan to improve ethnic diversity and inclusion, and we are pleased to be reporting again this year. By being transparent about where we currently are at Randstad UK, and by openly pledging to take action to make some big improvements, we are moving in the right direction to better support our people, our candidates, our clients and the communities in which we work.



# ethnicity at work action plan.

Our Ethnicity 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. Our evidence shows that we have a good representation of people of ethnic backgrounds at lower grades of our business. However, there is very little representation of people of ethnic backgrounds within senior, higher paid roles. Our pay gap data also demonstrates that we have a significant average pay gap for ethnic colleagues. This is unacceptable and we want to make progress at pace in 2023 to close this gap.

While we continue to make progress, there is still more to do, and things are not changing at the pace we would like. 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 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 - one year on.

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

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

1.

We signed 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](mailto: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.

Celebrated and raised awareness of South Asian Heritage Month, Black History Month, and much more.

## Looking ahead to 2023

As well as initiatives highlighted on pages 19 and 20, we will be focusing on the following:

### Understanding anti-racism and respect at work

This year will see us focus on our ethnicity representation and ethnicity pay gap data, ensuring to implement interventions accordingly. We have already started to make good progress in 2023 by launching comprehensive, all staff mandatory training on anti-racism, and all line managers, in-depth respect at work training. We will revisit inclusive recruitment training with a targeted approach and where we can identify gaps in hiring from an ethnic group perspective. We have also launched the Cultural Swap Day benefit within our business, and understand the importance of intersectionality. We have invested in creating the Religious Celebration Awareness Guidance so all colleagues know how best to support people who are observing religious / significant dates.

### Being data insight led and driving career development opportunities

We acknowledge we have a lower representation of people from ethnic backgrounds in senior leadership, therefore 2023 will have a stronger focus on the first and second pillar of our ethnicity action plan - understanding our data and providing black and ethnic talent opportunities to career development. We aim to launch a mentoring and/or sponsorship programme for ethnic talent to support career development and progression. We will use our data to target areas in need of the most support in order to help close the gap.

To ensure we are continually understanding the needs of our business, we will run regular listening and feedback sessions with our [embrace@randstad](mailto:embrace@randstad) employee network group and with our Leadership Team.

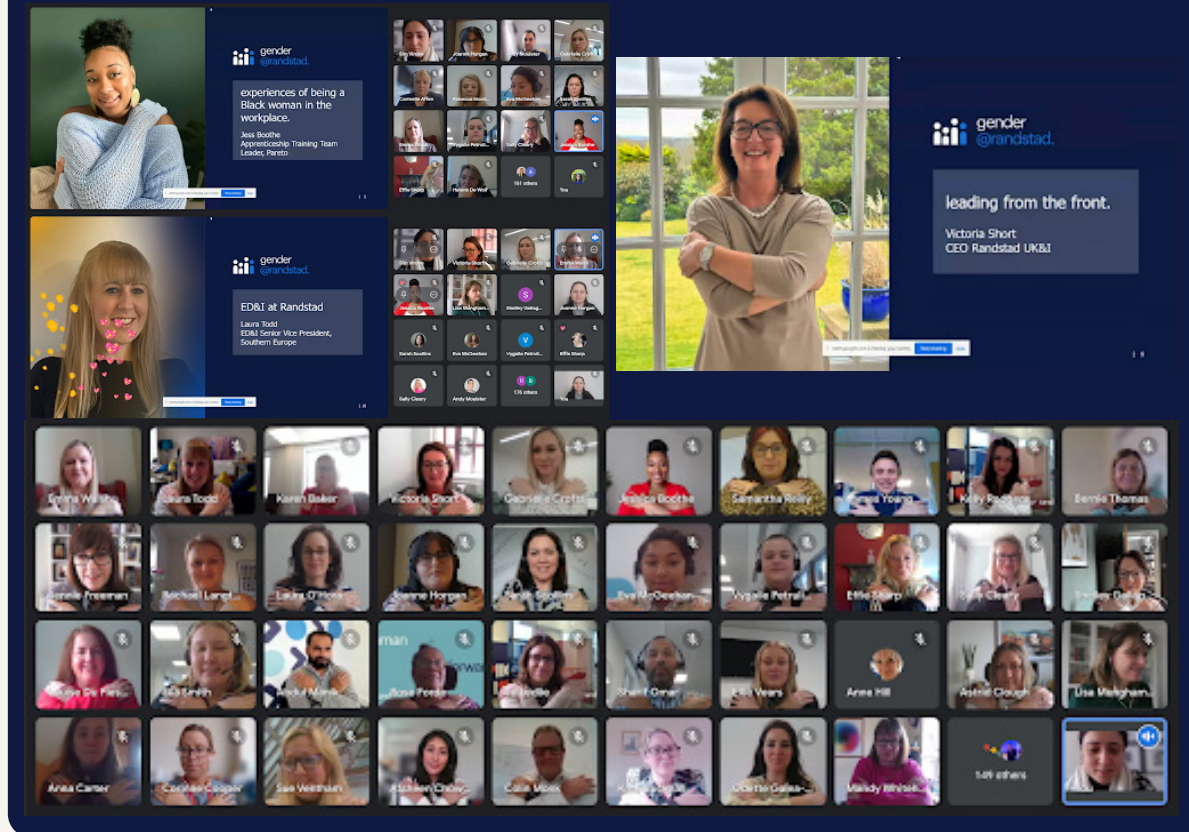
case

studies.



# gender@randstad

## 2023 International Women's Day Celebrations led by our Gender Employee Network Group and CEO



In my early years, my focus was very much centred around recognition from the leaders of the business, a transparent system for promotions as well as some fantastic company incentives. Over a decade on, we still hold these values dear but I am now cherishing the supportive environment, particularly for working mothers. It is the support and flexibility that enables me and a number of my colleagues to balance motherhood and leadership within Randstad. I was given the opportunity for a promotion while on maternity leave!

Having had such a positive experience here, I am now pleased to act as Chair of Randstad's Gender Employee Network Group to continue driving positive change within our business.



**Gabby Crofts**  
Senior Vice President, Pareto

### Menopause workshop feedback



Thank you so much - what an inspirational story...

...very insightful and emotional, thank you so much for sharing...

This was incredible - thank you for organising and sharing such powerful content...

Fantastic session - really appreciate it!!!

Really powerful, real stories, very relevant to the workplace...



Workshop attendees



Created on 11/03/2023  
Sign the Petition  
Make Menopause Matter in Healthcare, Employment and Education. #MakeMenopauseMatter

# embrace@randstad

"This is fantastic and necessary training... We are certainly making huge improvements in the level of awareness for our colleagues, but more can be done. I encourage all of my colleagues to take the opportunity to not only complete the training, but also discuss any key learnings within your teams..."

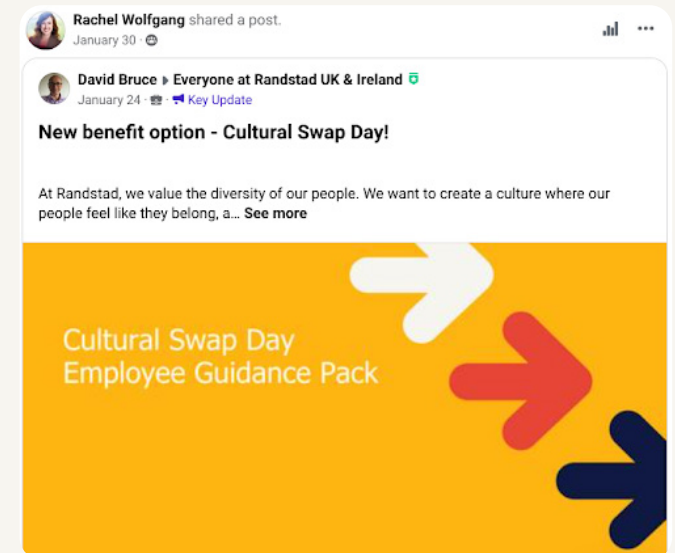
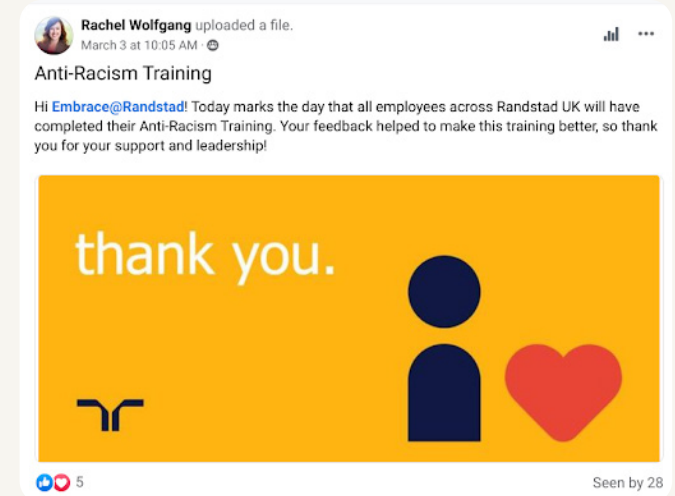
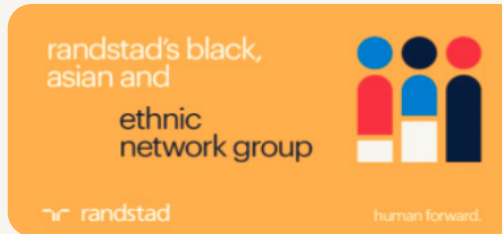
Helen Allen,  
Senior Management Team Sponsor  
on Anti-Racism Training



"We started the group 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 focusing our efforts on establishing and growing the network!"

Abuu Migoda,  
Co-Chair of Randstad UK's Embrace Employee Network Group





human forward.