



job&talent

Gender Pay Gap Report 2025

Job&Talent Group

April 2025



Opening Statement and Strategic Context

At Job&Talent, our mission is to connect talent with opportunity, and we believe this connection must be forged on a foundation of fairness and equity. This Gender Pay Gap Report for 2025 is far more than a statutory obligation; it is a critical component of our broader Environmental, Social, and Governance (ESG) framework. By meticulously analyzing our pay structures, we hold ourselves accountable to the "High Standards" and "Responsible Employment" principles that define our organisational identity.

Addressing the gender pay gap is a strategic imperative. In the competitive UK employment landscape, our ability to attract and retain a diverse workforce—which currently includes 25 different nationalities among our internal staff and 123 among our workers—is directly linked to our reputation for transparency and equity. Ensuring that all employees, regardless of gender, have a clear and fair path to advancement strengthens our competitive standing and ensures we are building a resilient, equitable ecosystem.

This report details the performance of our specific UK legal entities as we continue our journey toward parity.



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Organisational Scope and Methodology

This report is prepared in accordance with UK statutory requirements. Job&Talent operates through distinct legal structures in the UK. To ensure transparency, it is crucial to understand the distinct nature of these entities: Jobandtalent UK Ltd houses our internal staff and leadership, while the remaining four entities consist solely of temporary workers supplied to clients, with no internal management or office-based roles included in their data.

Stakeholders can trust the reliability of this data, as our reporting processes are underpinned by our **ISO 9001 (Quality Management)** certification.

The figures presented are based on a "Snapshot Date" of **5 April 2025**.

The five entities included in this reporting cycle are:

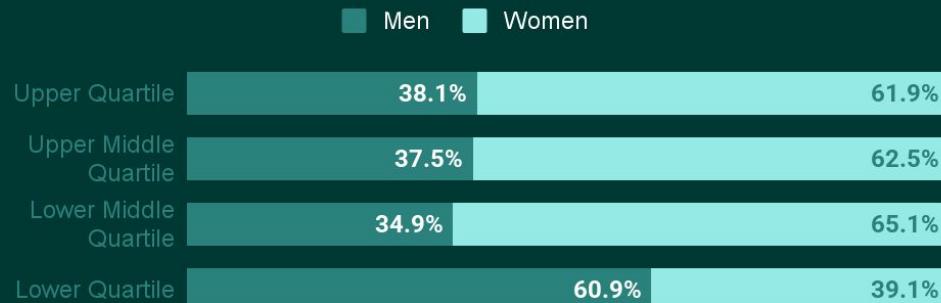
- **Jobandtalent UK Ltd** (Internal Staff)
- **Jobandtalent Works Ltd** (Temporary Labour)
- **Single Resource Ltd** (Temporary Labour)
- **Extra Personnel Ltd** (Temporary Labour)
- **Extra Personnel Automotive Ltd** (Temporary Labour)





Entity Performance & Analysis - Jobandtalent UK Ltd

Scope: This is the sole employer of our internal staff. It encompasses all office-based roles, from recruiters, administrators, and back-office operations to senior management and Directors.



YOY change

Metric	2025 Change	2024 Change
Mean Pay Gap	+0.2%	-0.3%
Median Pay Gap	-5.7%	-1.2%
Mean Bonus Gap	-48.5%	-48.5%
Median Bonus Gap	+29.6%	+29.6%

Bonus Participation

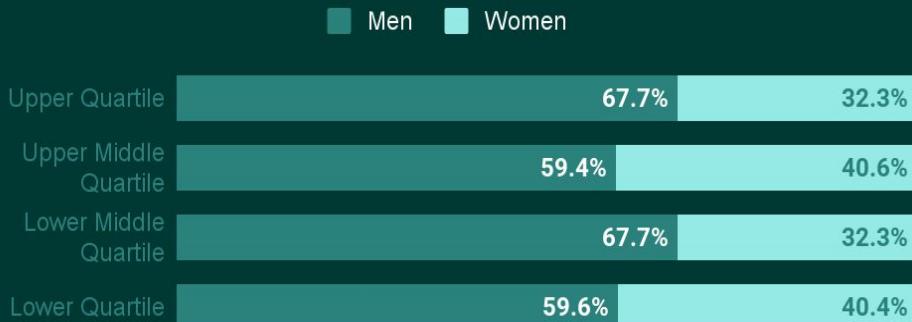
- Men: 22.5% received a bonus
- Women: 30.5% received a bonus

This entity represents our corporate structure. The Mean Pay Gap (37.2%) exists because while we have a high volume of women in the Upper Quartile (61.9%), the absolute highest-paid roles (Executive Leadership/Directors) are still predominantly held by men. The significant drop in the **Median Pay Gap to 9.27%** and the narrowing Bonus Gap proves that our "middle-to-senior" pipeline is working, successfully moving women into higher-paying operational and management roles, even if the very top of the pyramid requires further balancing.



Entity Performance & Analysis - Jobandtalent Works Ltd

Scope: Exclusively temporary workers supplied to clients.
Key Sectors: Light warehousing, general production, food production, and van driving positions.



YOY change

Mean Pay Gap	Median Pay Gap	Mean Bonus Gap	Median Bonus Gap
-1.5%	-1.9%	-68.5%	-38.5%

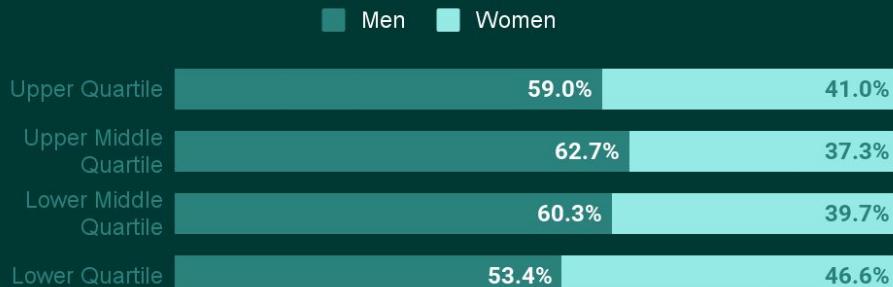
Bonus Participation

- Men: 41.3% received a bonus
- Women: 31.8% received a bonus

With no management tiers to skew the data, the figures here reflect pure role-based pay. The **Median Pay Gap of 0.08%** is effectively zero. This confirms that for light warehousing and production roles, male and female workers are paid identically for the same work. The slight Mean Gap (2.48%) is likely negligible or attributed to a small number of van driving roles (often higher paid) being male-dominated.

Entity Performance & Analysis - Single Resource Ltd

Scope: Exclusively temporary workers supplied to clients.
Key Sectors: Food manufacturing, light production, and light warehousing.



YOY change

Metric	YOY change
Mean Pay Gap	-3.6%
Median Pay Gap	-2.2%
Mean Bonus Gap	-24.2%
Median Bonus Gap	-15.0%

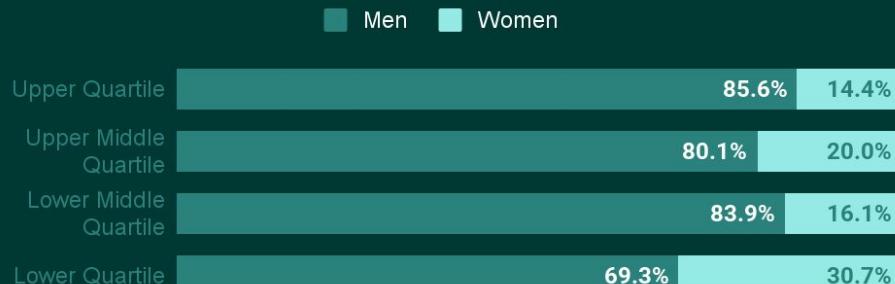
Bonus Participation

- Men: 52.2% received a bonus
- Women: 51.9% received a bonus

Single Resource Ltd represents a model of pay parity within the temporary staffing sector. The **negative Median Bonus Gap (-2.1%)** is a significant indicator, revealing that the "middle" female worker in this entity is actually securing slightly better incentive outcomes than the equivalent male worker. This, combined with a Mean Pay Gap of less than 0.5%, demonstrates that in high-volume environments like food manufacturing, our standardized rate cards and neutral performance criteria are effectively eliminating gender bias.

Entity Performance & Analysis - Extra Personnel Ltd

Scope: Exclusively temporary workers supplied to clients.
 Key Sectors: Logistics, Driving (including HGV), Aviation, and Warehousing.



YOY change

Metric	2024	2025
Mean Pay Gap	-2.0%	+2.4%
Median Pay Gap	-16.3%	+8.6%
Mean Bonus Gap	-2.0%	+2.4%
Median Bonus Gap	-16.3%	+8.6%

Bonus Participation

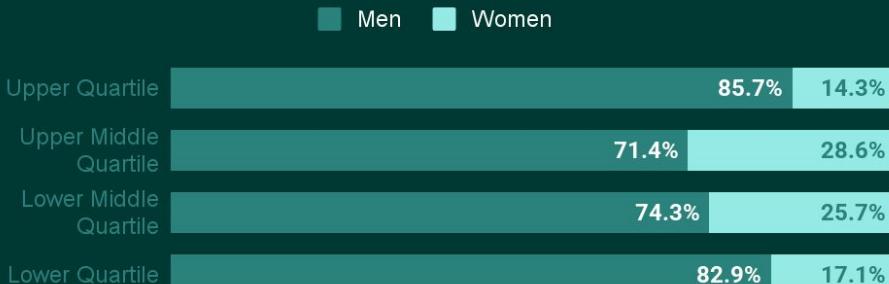
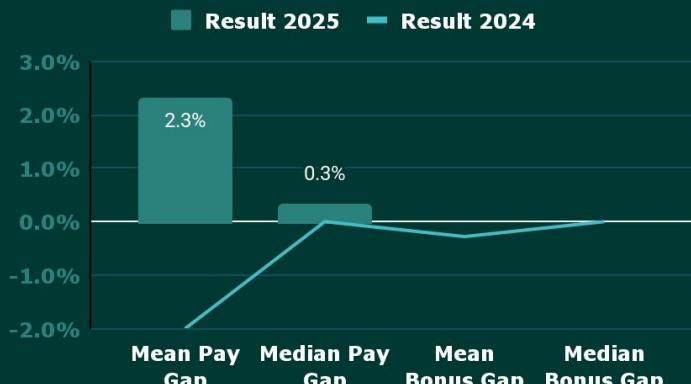
- Men: 36.7% received a bonus
- Women: 21.8% received a bonus

The gap here is driven by Occupational Segregation, not management hierarchy. This entity includes HGV Driving, a role that commands a significantly higher hourly rate than warehousing and is historically male-dominated (reflected in the 85.6% male Upper Quartile). The gap exists not because women are paid less for the same job, but because fewer women work in the specific high-rate job categories (Heavy Goods Driving) within this entity.



Entity Performance & Analysis - Extra Personnel Automotive Ltd

Scope: Exclusively temporary workers supplied to clients.
Key Sectors: Manufacturing within the Automotive sector.



YOY change

Metric	Change
Mean Pay Gap	+4.3%
Median Pay Gap	+0.3%
Mean Bonus Gap	N/A
Median Bonus Gap	N/A

Bonus Participation

- Men: 0.0% received a bonus
- Women: 1.8% received a bonus

This entity highlights the distinction between workforce composition and pay equity. While the automotive manufacturing sector remains heavily male-dominated (as seen in the 85% male Upper Quartile), the virtually non-existent Median Pay Gap (0.28%) confirms that pay rates are strictly role-based. Men and women performing the same assembly or manufacturing tasks are paid equitably, despite the broader gender imbalance in the applicant pool for this industry.



Narrative Drivers and Root Cause Analysis

Our current figures are influenced by two distinct types of drivers:

Corporate Structure (Jobandtalent UK Only) For our one internal entity, the primary driver is Leadership Representation. While 61.9% of our Upper Quartile (Managers/Heads of Dept) are women, the specific roles of "Director" and "Country Manager" remain male-dominated. This "vertical" gap is the focus of our internal career development plans.

Occupational Segregation (temporary workers) For our four temporary labour entities, gaps are driven by Horizontal Segregation.

Low Gaps: In entities focusing on light warehousing and food production, roles are homogeneous, resulting in near-zero gaps.

Higher Gaps: In Logistics and Transport, the inclusion of specialist roles like HGV Driving creates a gap. These roles pay more than warehousing and attract fewer women. This is a sector-wide demographic reality rather than an internal pay policy issue.





Strategic Action Plan: Path to Parity

We view these results as a baseline for our "Forward Commitments." Grounded in our broader **Social Responsibility** pillar, we are implementing the following targeted actions:



To Address Leadership Representation (Jobandtalent UK):

- Apprenticeships and Internal Trainings: Specialised programs to upskill our internal female talent, preparing them for higher-level positions.
- EDI Training Targets: A commitment to a 75% completion rate for Equity, Diversity, and Inclusion (EDI) training in 2025 to ensure fair promotion practices for internal leadership roles.



To Address Sector Segregation (Temporary Workforce):

- Role Accessibility: While we cannot force demographic shifts in sectors like HGV driving, we ensure access to these higher-paying temporary roles is free from bias.
- Comprehensive Benefit Expansion: To support career continuity for all workers, we have implemented industry-leading benefits including Early Pay Access and Cancer Paid Leave.



To Monitor Engagement and Accountability:

- Sentiment Tracking: Using Nailited for weekly feedback and hosting bi-monthly UK All Hands sessions to maintain transparency.
- Disability Confident Commitment: As a certified "Disability Confident" employer, we continue to ensure our talent pipeline remains accessible to all.

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Job&Talent is committed to the total transparency of this data and the strategic actions required to close the gender pay gap.

In line with our obligations under the Equality Act 2010 (Gender Pay Gap Information) Regulation 2017, we have produced this report to detail the Gender Pay Gap in our organisation. The report is based on data using the snapshot date of 5th April 2025.

We can confirm the data reported above is accurate.



Andrew Small - Managing Director
Jobandtalent UK Ltd
28th of January 2026