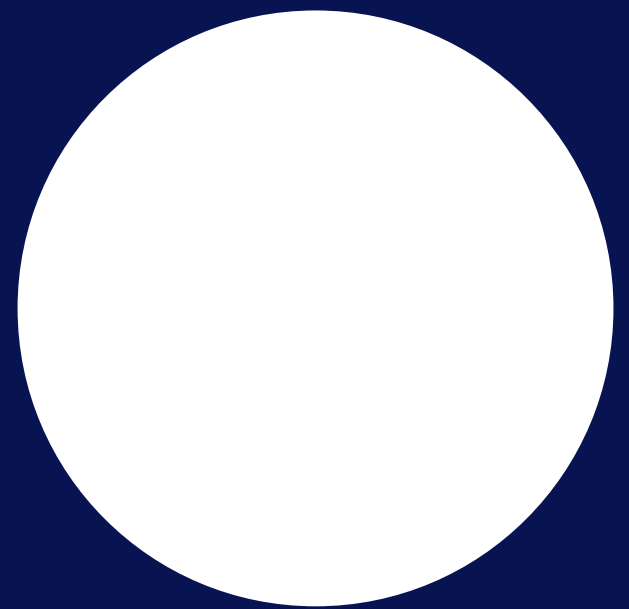




Reed Specialist Recruitment Ltd

# 2020 gender pay gap report



# Foreword



Reed is the UK's #1 recruitment company and our values are at the core of everything we do. We are fair, open, and honest, we take ownership and we work together.

Every year, these values drive our co-members to help thousands of people into temporary, permanent and contract job roles, playing a key part in the UK job market and wider economy.

Reed is committed to building and maintaining a workforce whose diversity is representative of the communities in which we operate. Having a diverse workforce throughout the business will allow us to utilise a range of different skills, experiences and perspectives, to help us to continue to 'improve lives through work'.

We believe it is to the benefit of everyone that large organisations are required to be transparent on the topic of gender pay, in this report, we outline the gender pay gap and bonus pay gap at Reed. We take this opportunity to highlight our commitments and initiatives to continue to tackle the gap moving forwards.

I can confirm that the results declared in this report are accurate as at the snapshot date of 5th April 2020. They have been calculated according to the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

**Ian Nicholas**  
GLOBAL MANAGING DIRECTOR

**Karen Jackson**  
HR DIRECTOR

# What is the gender pay gap...

All organisations in the UK with 250 or more employees have to report their gender pay gap. We are required to report on a snapshot date of 5th April each year.

April 5th 2020 was affected by the coronavirus pandemic and the UK government launched the Coronavirus Job Retention Scheme which supported employees on temporary leave ('furlough'). These employees are not required to be included in these calculations since they were not in receipt of their full ordinary pay.

## Gender pay is different to equal pay

The gender pay gap is the percentage difference between men's and women's average hourly earnings across the whole organisation.

Equal pay measures whether men and women are paid the same for doing the same job.

## Mean

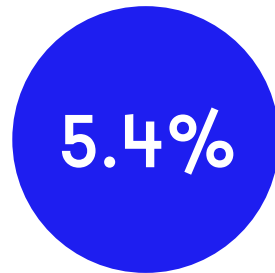
The mean gender pay gap is the difference between the average hourly rate of pay for women compared with men. It is determined by adding up all the hourly pay rates for each gender, and dividing the total by the number of co-members in that gender.

## Median

The median gender pay gap is determined by ranking the hourly rates of pay for men and women from lowest to highest. You then take the middle number for both ranges, and calculate the difference.

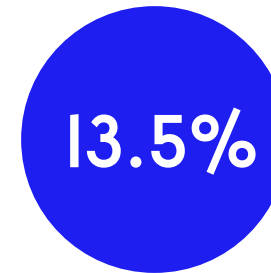
# Our results

## Gender pay gap



### Median

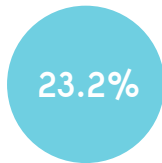
The median pay of men is **5.4%** higher than that of women



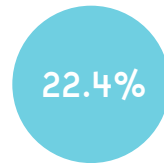
### Mean

The mean pay of men is **13.5%** higher than that of women

## Bonus pay gap

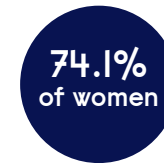
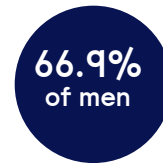


The median bonus pay of men is **23.2%** higher than that of women



The mean bonus pay of men is **22.4%** higher than that of women

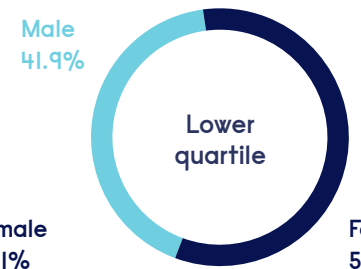
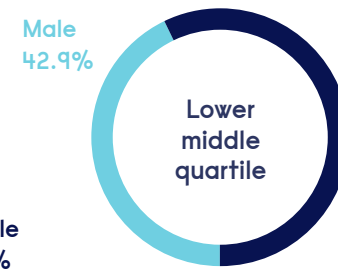
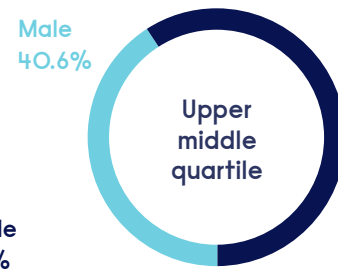
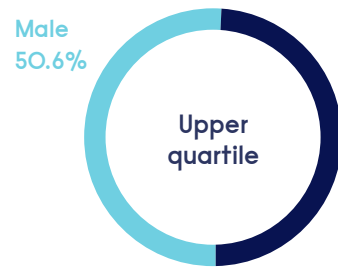
## Proportion of co-members receiving a bonus



**66.9%** of all men and **74.1%** of all women received bonus pay

## Proportion of co-members in each pay quartile

The quartiles are derived from ranking all relevant co-members from lowest to highest hourly pay and splitting the workforce into four equal parts. We then calculate the proportion of women and men as a percentage of total co-members in that pay quartile.



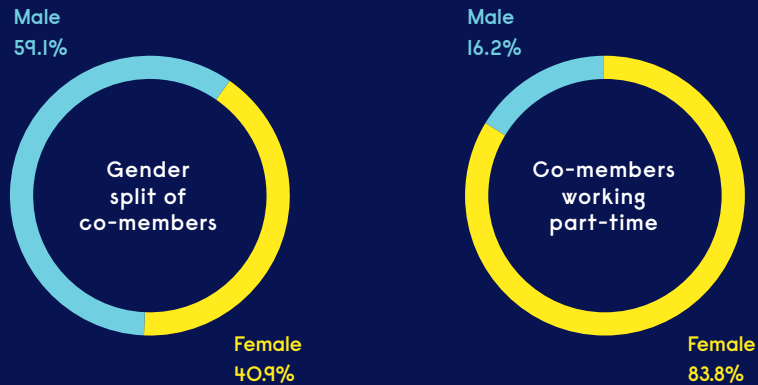
# Our results

## 2020: Understanding the gap

We are pleased that we have made further progress in closing our median gender pay gap; year on year it has reduced from **6.8%** to **5.4%** - that's a **20%** improvement. Our mean gap has widened this year, which is due to an increased gap in the upper quartile.

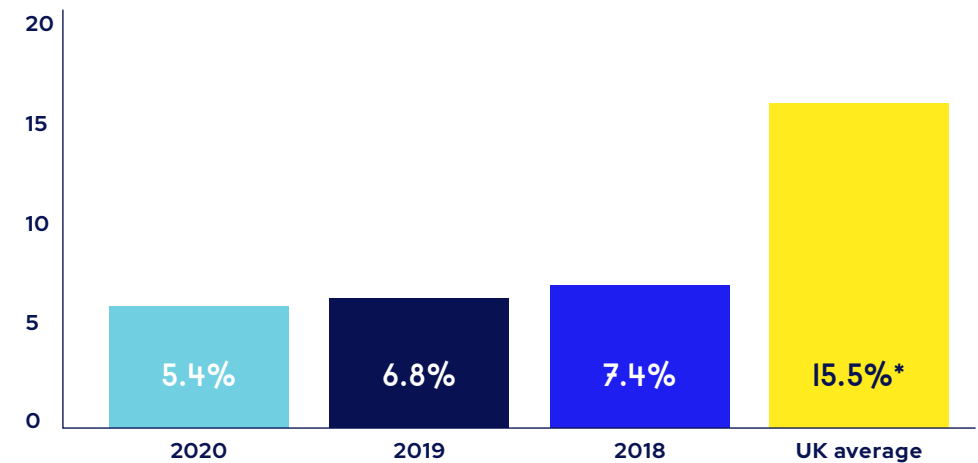
Although we know there is more to do we are incredibly proud of our developing inclusion and belonging approach, and in the last couple of years we have enhanced our maternity benefits, continued our women in leadership talks and we now have a dedicated Reed inclusion and belonging lead and new senior sponsors.

We are confident that our bonus schemes incentivise and reward all co-members equally, regardless of gender. The bonus pay gap has increased from **17.1%** to **23.2%**. Our bonus gap continues to exist because we have more men at the very top of the organisation, who receive comparatively large bonuses. In addition, due to current legislation around gender pay gap reporting, we have **284** part time co-members, mostly women, who we cannot pro-rate the bonus calculations for.



## Putting our pay gap in context

Reed's median hourly pay gap is significantly lower than the UK average.



\*Source: ONS

## Reed demographics

Total co-members:



Part-time members

15%

Full-time

85%

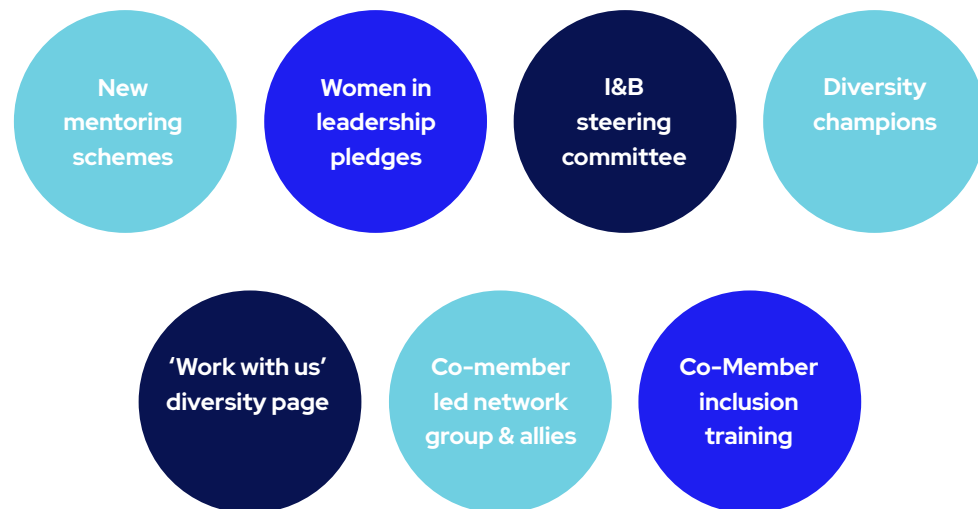
# We're on a journey

As we continue to strive to do better, we are proud of Reed's accomplishments so far but significant change takes time. Here are our current and future initiatives to continue closing the gender pay gap.

## Our inclusion & belonging commitment

In August 2019, we launched Reed's inclusion & belonging commitment, outlining our key aims towards full workplace inclusion.

Work continues on our initiatives, and this year we have appointed senior sponsors and diversity champions to support all co-members across Reed and help us drive change. This commitment strives towards everyone feeling a sense of belonging in the workplace, through a variety of initiatives listed below:



## Chairman's commitment In 2018

Our Chairman James Reed pledged that Reed will seek to have women make up **50%** of its senior leadership team over the next **three-to-five-years**. They will be there because they are good at their jobs. We will meet this through succession planning and supporting the development of our female talent.

## Women in leadership

We believe strong female role models are vital in supporting more women into leadership positions, so we are continuing to hold quarterly talks by successful business women to inspire our workforce.

Reed are proud to have grown our successful female leadership mentoring programme which provides support and advice to foster success in our future female leaders.

**This year we launched an Inclusion & Belonging Yammer Group to allow co-members to connect, learn, share and inspire one another.**



# We're on a journey

## Encouraging inclusive leadership

Reed encourages all co-members to take part in personal and professional development, with a number of management and leadership training initiatives available. We have developed a new toolkit for inclusive management, further upskilling our managers to support and harness individuality.

An unconscious bias e-learning module is available for all co-members, designed to help recognise and combat bias in the workplace. Specifically for line managers, we have implemented unconscious bias training for hiring managers to help ensure personal biases are recognised in the interview process.

## Understanding the importance of inclusivity

The importance of an inclusive workplace is driven from the top at Reed, with a network of senior sponsors championing support for women in leadership, alongside our diversity champions to share feedback, support co-members and advise the organisation on how to improve.

As a family business, we are proud to raise the voice of our co-members internally through our quarterly inclusion stories. We also share 'How to support co-members...' blogs periodically to raise awareness of key co-member celebrations throughout the year.

## Inclusive recruitment, policies & procedures

We are proud to have an inclusive recruitment process with equal opportunities available for all candidates through reducing bias at all stages. With strong early talent routes into the business, we can see outstanding female professionals now progressing through our organisation. Our inclusion & belonging steering committee bi-annually review our policies and procedures with an inclusion lens, ensuring continuing inclusivity.

