

Reed
...

2025

**gender pay
gap report**

Reed Specialist Recruitment Ltd



Foreword



Ian Nicholas,
Global Managing Director

Reed is the world's largest family-run 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 and we're always asking "what's next"?

Reed is committed to building and maintaining a workforce whose diversity is representative of the communities in which we operate, supporting our co-members to feel what it's like to truly belong.

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 5 April 2025. They have been calculated according to the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

A handwritten signature in black ink that reads "Ian Nicholas".

Ian Nicholas,
Global Managing 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 5 April each year.



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

7.9%

Median

The median pay of men is **7.9%** higher than that of women

15.0%

Mean

The mean pay of men is **15.0%** higher than that of women

Bonus pay gap

22.9%

The **median** bonus pay of men is 22.9% higher than that of women

32.9%

The **mean** bonus pay of men is 32.9% higher than that of women

Proportion of co-members receiving a bonus

73.8%

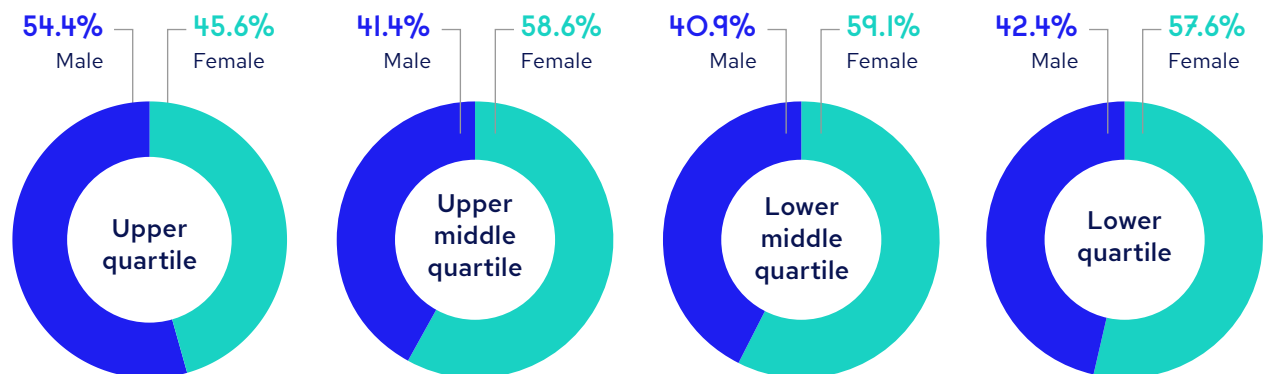
of all men received bonus pay

76.0%

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

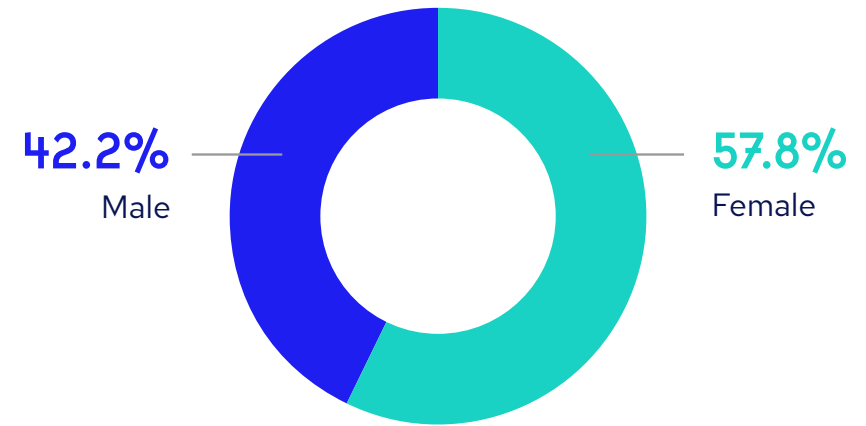
2025: Understanding the gap

Following three concurrent years of closing our median gender pay gap, it has widened in 2025, from 2.6% to 7.9%. The median rate of pay increased substantially for both men and women during the snapshot period but increased at a faster rate for men than it did for women. We believe that our fair and transparent career development frameworks and bonus schemes contribute to relatively small median pay gaps within the lower three quartiles. In the upper pay quartile, we have a 6.8% median gender pay gap which affects RSR's overall median gender pay gap. This is the result of having more men in senior positions.

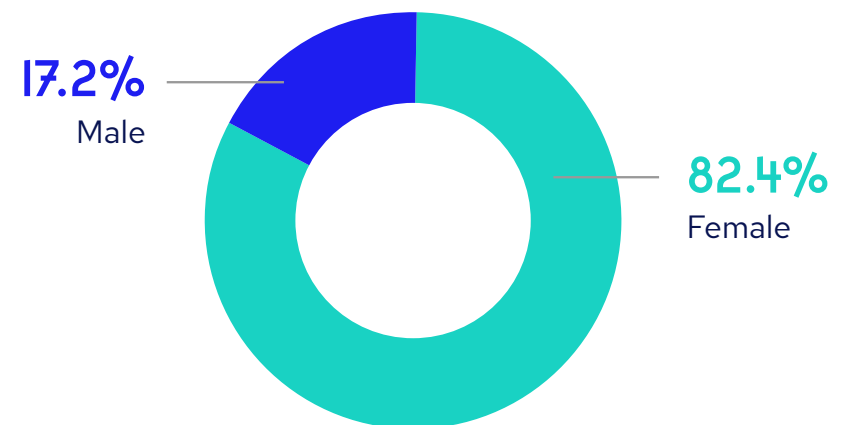
As a business we continue to invest, as we have for many years, in technology and the IT professionals that support these strategic investments. One-in-six IT specialists and one-in-ten IT leaders are women*, facts that we are not immune to. Change of this nature takes time, and we support as a signatory of the Tech She Can Charter, and by running our hugely successful "Women in Tech Community", containing a mentoring programme which connects women in technology with a senior career mentor. To date, this initiative has supported the careers of over 4,050 women in the technology industry.

We are confident that our bonus schemes incentivise and reward all our co-members equally, regardless of gender. Our bonus gap continues to exist because we have more men at the very top of the organisation, who receive comparatively large bonuses. Due to current legislation around gender pay gap reporting, we have 227 part-time co-members, mostly female, who we cannot pro-rate the bonus calculations for.

Gender split of co-members



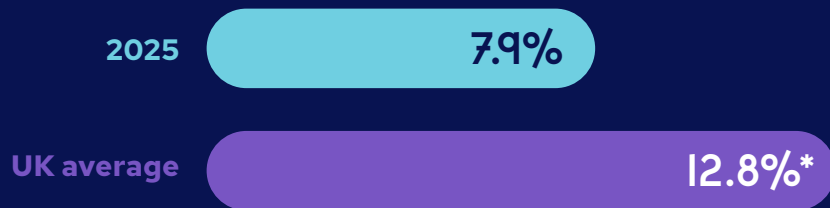
Of the co-members working part-time



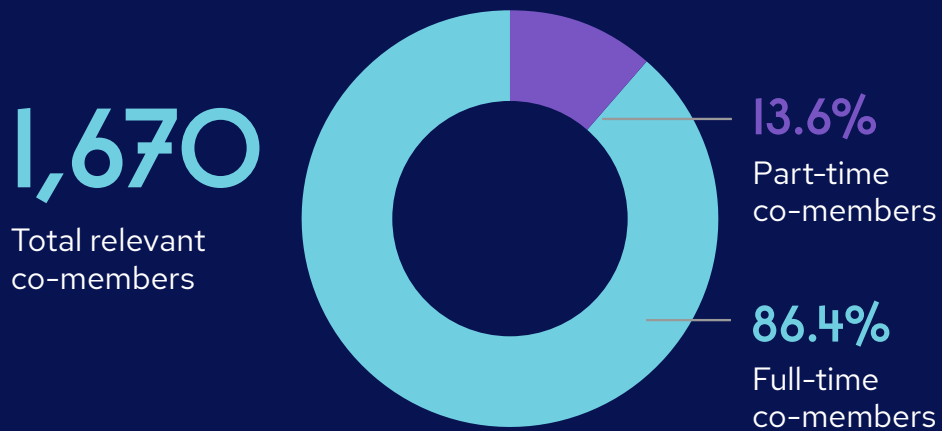
*Source: <https://www.womenintech.co.uk/>

Putting our pay gap in context

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



Reed demographics



*Source: ONS (correct at the time of publication)



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 lead by senior sponsors and ambassadors to support all co-members across Reed and help us to drive change. This commitment strives towards everyone feeling a sense of belonging in the workplace, through a variety of initiatives listed below:

- Women in leadership pledges
- Women in leadership, RRE and traditional mentoring schemes
- Inclusion & belonging working group with five dedicated workstreams
- 'Work with us' diversity page
- Co-member inclusion training
- Co-member led networking groups & ambassadors
- Environmental, social, and corporate governance (ESG) lead role to develop an ESG framework

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 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.

Women in leadership

We believe strong female role models are vital in supporting more women into leadership positions. That's why we run a women in leadership mentoring scheme; to support and empower women in the development and progression of their careers at Reed.

Reed is committed to ensuring our female leaders are visible and able to inspire future talent, so we hold regular panel discussions and lunch and learns with our female leaders.

We are particularly proud of our Menopause microsite, signposting internal and external resources and support, and have joined the Menopause Cafe initiative. These aim to educate our co-members on the effects of the menopause and provide tangible support resources for those going through it.



We're on a **journey**

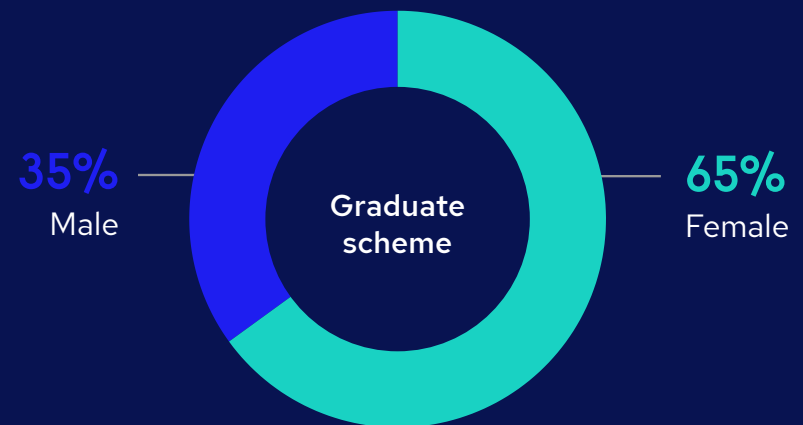
Understanding the importance of inclusivity

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 ambassadors, to share feedback, support co-members and advise the organisation on how to improve.

As a family business, we are proud to raise the voices of our co-members internally through regular diversity lunch & learns and sharing of stories. We also have a co-member inclusion and belonging calendar, during which we champion diverse co-members and support national events.

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 HR and Inclusion & Belonging Working Group review our policies and procedures each year to ensure continued inclusivity.



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