Reed

Sustainability & social impact 2025-26



Introduction

Since Reed was founded by Sir Alec Reed in 1960, sustainability has been at the heart of the company. The Reed Foundation is the biggest shareholder of the Reed Group, owning 18% of the business, meaning that Reed has been a philanthropy company or 'PhilCo' since 1986.

Improving lives through work is our purpose and we are proud of our positive impact on people, communities and the planet. Whether this is through finding people sustainable work, supporting young people or championing charitable causes, Reed is committed to continuous improvement.

This report covers the Reed Group's sustainability and social impact activity in FY26 - covering 1st July 2025 to 30th June 2026 - including initiatives and goals that are communicated through our three sustainability pillars:

- **Improving people's lives**
- **Helping communities prosper**
- **Caring for our planet**



Headlines: our impact

£245m+
in social value generated by the Reed Group since 2022.

Improving people's lives

50k+
people helped to build new skills

7k+
young people supported through Gateway to Work

28k+
people with barriers to employment placed into sustainable work

Helping communities prosper

2.3k+
volunteering hours completed through Community Connect

75k+
people supported through Reed Wellbeing

£4.7m
donated to charity by the Reed Foundation

Caring for our planet

£10.9m
raised for environmental charities through our sister charity, Big Give

100+
#ReedisGreen social posts to support Big Give's Earth Raise

39%
reduction in carbon emissions since 2019

Last year, we also:

- Launched the All About Business Entrepreneurs Fund, offering a £20k grant and expert mentorship to 66 young entrepreneurs over the coming years.
- Provided digital skills development through Code Nation, making tech careers more accessible for people from all backgrounds.
- Promoted the PhilCo movement through the publication of of Karma Capitalism by our Chairman and CEO, James Reed.

Message from our Chairman and CEO



I am proud to present our 2026 Sustainability Impact Report. It has been a particularly significant year for Reed, having said fond goodbye to our founder and my father, Sir Alec Reed, in December 2025 aged 91. He was the personification of impact and laid the foundations for the decades of difference we've been able to make as a company.

He was a great believer in philanthropy and famously said "Without business there would be no charity, and without charity what's the point of business?" It seemed fitting that he died on Giving Tuesday, an international day to celebrate generosity. This marked the start of a record breaking week of fundraising for our sister charity Big Give, through their flagship campaign The Christmas Challenge. As a PhilCo, Reed contributed funds through the Reed Foundation which, along with many other philanthropic Champions, matched tens of thousands of public donations. Together, we raised £57.4m in one week for 1,591 participating charities, a new record.

Sir Alec was a huge advocate of our business purpose, Improving Lives Through Work and I am pleased to share that this year we have improved hundreds of thousands of lives, through the hard work and commitment of the co-members who work across our Group. I hope you'll enjoy reading some of these stories in this report.

One particular cohort of people that we have been fortunate to support is young people in the UK. More than one million 16 to 24 year olds in the UK are not in employment, education or training (NEET). Our own data shows the job opportunities for young people are trending in the wrong direction. It is an issue my colleagues and I have been particularly keen to play our part in helping to address.

One initiative we have launched in response is the All About Business Entrepreneurs Fund. To mark our 66th year in business, we are committing to support 66 young entrepreneurs aged 18-26 over the coming years with a grant of £20,000, mentorship and other support to help them accelerate their business growth. In addition, we aim to shine a light on their businesses to inspire other young people to a similar path. The message from Reed is loud and clear. We're here to support young people.

With growing numbers of young people facing unemployment, the increase in the cost of living, and a climate crisis it is sometimes hard to be optimistic. But I am optimistic. I hope that this impact report also gives you cause for optimism, that companies like Reed will continue to "lean in" to their founding principles and purpose, and make a positive impact for generations to come.



James Reed, CBE
Chairman and Chief Executive, Reed

Contents

1. Introduction 4

- About the business 5
- Our purpose and values 6
- FY26 impact highlights 7
- Timeline of our sustainable activity 8
- Our sustainability pillars 9
- Sustainable Development Goals (SDGs) 10

2. Improving people's lives 11

- Pledges and commitments 12
- Our impact: participant success stories 13
- Better Hiring Institute 14
- Reskilling and upskilling 15
- Code Nation 16
- Educating young people 17
- All About Business Entrepreneurs Fund 18
- What we offer our co-members 20
- Co-member benefits 22
- Life at Reed 23

3. Helping communities prosper 24

- Pledges and commitments 25
- Reed Wellbeing 26
- Community Connect 27
- Volunteering at Reed Talent Solutions 29
- Alec Reed Academy 30
- Reed Foundation 31
- Big Give 32
- PhilCo movement 33

4. Caring for our planet 34

- Pledges and commitments 35
- Our emissions 36
- Our environmental achievements 37
- Earth Raise 38
- #ReedIsGreen 39
- Promoting sustainable travel 40
- Reed Environment & Oxford Energy Academies 41
- Our farm 42

5. Governance 43

- Global board composition 44
- Good corporate governance 47
- Reed strategic and directors report 48
- Ethics and compliance 49
- Cyber security 51
- Data privacy 52
- Risk Management 53
- Sustainability Committee 54
- What's next? 55
- Conclusion 56





Introduction



About the business

Since 1960 Reed has pioneered specialist recruitment, sourcing knowledgeable, skilled professionals for jobs across the UK.

Sir Alec Reed opened the first Reed office in Hounslow in 1960, and for seven decades the company has been improving lives through work. Reed makes a considerable contribution to society and the efficient functioning of the labour market by providing hundreds of thousands of people with employment every year.

The Reed Group consists of 11 businesses, each of which contributes to our wider purpose of improving lives through work. This includes Reed Specialist Recruitment, Reed Talent Solutions, Reed Screening, Reed Professional Services, Reed in Partnership, Reed Wellbeing, Reed.co.uk, Reed Courses, Reed Learning, Reed Business School, Reed Franchise Partnerships, and our charity the Reed Foundation.

Sir Alec's ethos of active engagement in charitable and social causes has been integral to Reed's vision and values. Whether this is placing people into sustainable work, donating to charitable causes, or recognising the importance of caring for the environment, Reed sets out to be a good global citizen through its social and environmental impact.

At Reed we also understand that sustainability is an ongoing conversation. Therefore, in 2023 the Reed Group established a Sustainability Committee which meets on a quarterly basis to discuss progress, share ideas, and make key decisions to drive our sustainability strategy forward. The Committee is sponsored by Reed's Chairman and Chief Executive, James Reed, and chaired by Jennifer May, the Chief Customer Officer for the Group.



Our purpose and values

At Reed, our purpose is improving lives through work. Our family values are simple and non-negotiable:

We take ownership.

We respond swiftly to execute our promises, we take responsibility for providing solutions, and we hold ourselves accountable for our actions

We are fair, open and honest.

We treat everyone with fairness and respect, we act with integrity, and we are true to our commitments



We work together.

We work in partnership and build sustainable trusted relationships, we value a diverse workforce and respect the contributions of all, and we support our customers and colleagues in achieving their goals

Timeline of our social and environmental impact



2010

2010:

RSR awarded ISO 14001 status (internationally recognised environmental management standard)

2012

2012:

Reed plants 6,000 trees in Oxfordshire and Wiltshire to mark the Queen's Diamond Jubilee



2017

2017:

Beehives with 20,000 bees installed on the roof of Reed.co.uk in Covent Garden

2022

2022:

Reed launches electric dreams EV scheme to support co-members with sustainable travel

Reed plants 70,000 trees in Oxfordshire and Wiltshire to mark the Queen's platinum Jubilee

2023

2023:

Reed Environment launches to aid businesses in the race to Net Zero

Launch of Sustainabiliy Committee to oversee sustainability strategy and make key decisions

2024

2024:

Reed Environment becomes joint partner with Oxford Energy Academies

Reed Global acquires Code Nation to tackle rising tech skills gap

Completion of sustainability pillars, pledges and commitments, including publication of the Environmental Policy

2025

2025:

Reed sponsorship of Earth Raise launch event.

Launch of PhilCo movement

Community Connect introduced, giving Reed in Partnership co-members the opportunity to volunteer in their local communities



2026

2026:

Launch of the All About Business Entrepreneurs Fund to support young people with a £20k grant and mentorship.

Publication of Karma Capitalism, setting out the vision for the PhilCo movement.

Our sustainability pillars

Our three pillars are central to Reed's sustainability strategy. They provide a way to categorise our social and environmental activity, and allow us to map out sustainability goals and commitments that directly link to each pillar. The sustainability pillars are as follows:

- **Improving people's lives**
- **Helping communities prosper**
- **Caring for our planet**

For each pillar, we have consulted with stakeholders from across the business to finalise a series of pledges and commitments. These will allow us to track progress and act as a guiding tool to align our activity against. Details of our specific goals are detailed within this report along with Reed's FY26 sustainability achievements.



Sustainable development goals (SDGs)

In 2015, seventeen Sustainable Development Goals (SDGs) were introduced by the United Nations to identify the most pressing issues facing humanity. At Reed we have our sustainability pillars, but it is helpful to map these against global goals to understand how our activity contributes towards tackling wider socio-economic and environmental issues.

While all seventeen goals are important for creating global change, we have prioritised three that are most applicable to Reed's sustainability work and our social and environmental activity.



8

Decent work and economic growth



10

Reduced inequalities



13

Climate action

Improving people's lives



The world around us is in a constant state of change, and whilst Reed is able to react and adapt quickly, two things remain unchanged: our purpose and our values. Everyday, co-members come to work at Reed to deliver our core purpose "improving lives through work", and we are committed to behaving in accordance with our key values.

Pledges and commitments

This section of the report sets out Reed's FY26 social activity linked to the improving people's lives pillar, from placing people into sustainable employment, to creating a healthy and happy workplace for co-members. Below are three pledges, along with commitments that have been put in place to achieve our sustainability goals.

Reed supports people to find decent, meaningful work.

- We match people with opportunities.
- We help people with barriers to employment into sustainable work.
- We help people prepare for the future of work.

Reed supports people to build skills and navigate their careers.

- We develop people's skills.
- We provide qualifications that meet the needs of a changing workforce.
- We are a trusted partner for career advice; from first steps to transitions.

Reed is a place where co-members feel included and where futures are formed.

- We ensure that our co-members feel like they belong and are accepted for who they are.
- We ensure there are pathways for our co-members to progress in their careers.
- We actively promote wellbeing in our workplace and provide co-members with access to a range of support, advice and benefits.

Improving people's lives



Our impact: participant success stories

Reed supports people to find decent, meaningful work.

Across the Reed Group there are services that change lives for the better. Reed in Partnership has supported hundreds of thousands of people into sustainable work, including those who face barriers to employment, through programmes such as the Restart Scheme, Better Working Futures, and the Career Transition Partnership (CTP). Here are some success stories from participants that we have directly impacted. In FY26, Reed in Partnership **helped over 28,000** find sustainable employment.

Chantelle's Story

The Restart Scheme provides tailored support for individuals to build confidence and develop key employability skills. Chantelle joined the scheme after struggling with low self-esteem and started to doubt she would get an opportunity. Twelve months later, after attending just her second interview in over 20 years, she secured a role as a Customer Care Assistant.

"I look back at myself when I first started 12 months ago, uncertain about my future, and I can't believe how far I have come with the support of the Restart Scheme."



Mervyn's Story

The Career Transition Partnership (CTP) supported Mervyn, who, after a 22-year Army career, reached a turning point and decided it was time to transition to civilian life. With the support from the CTP, Mervyn now works as a Project Manager on nuclear-related infrastructure projects.



"The support from CTP was excellent, particularly the one-to-one guidance from my Career Consultant, Ellie. She helped me shape a realistic and achievable career plan. Ellie's encouragement, honesty, and practical advice made a genuine difference."

Better Hiring Institute

Reed supports people to find decent, meaningful work.

Reed Screening is part of the Reed Group of companies, and is a leading specialist in pre-employment screening. They have joined forces with the Better Hiring Institute, supported by the UK government, to make hiring faster, fairer and safer. Reed has been proud to collaborate on a number of projects such as:

- Supported the launch of the UK's National Hiring Metrics in the House of Lords and at RecFest.
- Collaborated with the Better Hiring Institute to develop and deliver against the 29 recommendations in the UK's first National Hiring Strategy launched in Parliament by MPs, Peers, and industry.
- Supported the launch of the UK's first trade association for recruitment technology, launched in Parliament by Rt Hon Chloe Smith.
- Worked with Home Office, National Crime Agency, CIFAS and the Better Hiring Institute to launch the first Hiring Fraud guide for employers. Launched in Parliament by Fraud Minister Sir David Hanson.
- Supported the development of the largest hiring standards ecosystem launched in Parliament by Lord Ranger, Lord Holmes, the Fair Work Agency, and Disclosure Scotland.



Moving forward, Reed will continue its work with the Better Hiring Institute, to make hiring safer and fairer, and to achieve our commitment to support people into decent and meaningful employment.

Keith Rosser,
Director of Group Risk & Reed Screening,
Chair of the Advisory Board at the Better Hiring Institute.

Reskilling and upskillling

Reed supports people to build skills and navigate their careers.



Reed's reskilling and upskilling initiatives provide opportunities for people to advance their careers.

Code Nation

In order to address the growing technology skills gap, Reed acquired technical training provider Code Nation in 2024, who are now part of the Reed Group.

Code Nation was founded in 2018 and quickly became one of the fastest growing and award-winning digital and technical training providers, with a pioneering ethos around 'creating employable talents'.

This acquisition allows Reed to drive better inclusivity and social equity across the digital and technology sector, by providing opportunities for people to gain skills and advance in their career, regardless of experience or background.

Upskilling

We work with organisations who need to upskill their workforce to build resilience, ensure business remains competitive and that they stay ahead of the curve when it comes to technological change. Programmes that deliver upskilling in AI, automation and data are particularly prevalent.

Reskilling

We deliver reskilling solutions to individuals who are looking to start new careers or who are looking to return to the workplace after a break. We also work with organisations who are looking for ways to invest in their people by creating internal career pathways, such as customer services into cyber.

Code Nation

Reed supports people to build skills and navigate their careers.

Trafford & Stockport College partnership

Code Nation's partnership with Trafford & Stockport College represents a commitment to building a sustainable, local digital workforce across the Greater Manchester area.

By co-delivering industry-aligned digital apprenticeships (software, cyber security, data analysis) and Adult Social Fund provision for unemployed people, the collaboration bridges the gap between education and employment. This ensures that local employers can access job ready talent while offering learners high-quality, career-driven opportunities.

Together, Code Nation and the College are helping to future-proof the regional economy through a sustainable talent pipeline grounded in digital innovation, equity, and long-term employer engagement.

Digital Skills Development

Code Nation supports individuals and businesses to develop the digital skills needed to participate and thrive in an increasingly technology-led economy. Through Microsoft certified training and bespoke learning programmes, we tailor support to the needs of the individual or organisation, taking into account factors such as location, organisation size, sector and identified skills gaps. This enables individuals to build practical, relevant digital capability while helping employers strengthen their existing workforce and address current and future skills needs.

This year, Code Nation launched free access to our attribute identifier tool, attriDNA, for individuals. The online tool helps people recognise their natural attributes, strengths and behaviours and understand how these may relate to career opportunities within the digital sector. The tool provides individuals with greater insight into their potential and possible technology career pathways, helping them make more informed decisions about their skills development and future career direction, and inspire more people from all backgrounds into tech careers.

Educating young people

Reed supports people to build skills and navigate their careers.

Reed Tutors

Reed Tutors has successfully been supporting children and young adults with bespoke 1:1 or small group tuition, both in-person or online, for the last three years.

Reed's education professionals at Reed Tutors are experts in creating and delivering impactful programmes to students across primary, secondary and SEND settings. Our team of industry experts recognise that every young person is different, and by working closely with our ever expanding pool of high quality tutors, the collective goal is always to provide the best tuition possible.

We have seen the successful transition away from the National Tutoring Programme towards helping non-attending students, who otherwise would not have been receiving a meaningful education.

At the same time, our Education Other Than At School service has gathered real momentum with hundreds of young people who hold Education & Health Care Plans receiving impactful, individualised tuition face-to-face by our qualified and thoroughly vetted Tutors.

Gateway to Work

Gateway to Work is a free online course to help prepare students in years 9 to 13 for their transition from education into the workplace.

At Reed, we recognise the difficulties that young people face. According to the Office of National Statistics, from April to June 2026, approximately 981,000 people aged 16 to 24 in the UK were not in education, employment or training (NEET).

Taking into consideration these issues, Reed created the Gateway to Work - a free online course that all students can access to boost their skills, regardless of background. The programme provides all the tools required to give young people a headstart in their career journey, including six engaging modules where students can learn about the labour market, take part in digital work experience, and practice interview techniques with an AI version of Reed's Chairman and CEO, James Reed CBE, to help prepare them for future employment. As a new addition, young people can also learn about green skills, and the pathways available to start a career in a job that supports the environment. Since the introduction of the Gateway to Work, **we have supported over 7,000 students** with their transition into the workplace.

Reed Learning

Click **here** to access Gateway to Work



All About Business Entrepreneurs Fund

This year, we launched the **All About Business Entrepreneurs Fund**, to support young business owners across the country. One million 18-24 year olds in the UK are not in education, employment or training (NEET), and we want to do something about this.

Young people across the UK have the drive and ambition to forge their own path in challenging circumstances, but need a boost to take their business to the next level. This is why Reed is offering a £20,000 grant, expert mentorship and a national platform to 66 young people aged 18-26 over the coming years, to help accelerate their business growth.

Our late Founder, Sir Alec Reed, launched the Reed business in 1960 with just £75, at the age of the 26. He was a young entrepreneur, and now we want to support the next generation of entrepreneurs. The first cohort of five winners were selected in 2026 by an expert panel in London, including our Chairman and CEO, James Reed CBE.

You can read more about their stories here.



Khamani Edwards, 19, KJ's Craft Time

"Winning the All About Business Entrepreneurs Fund is an incredible milestone, made even more special hearing it announced live, on the spot, right after our pitch. The funding will accelerate our next phase of growth: launching our subscription box and bringing inclusive, educational craft to even more families across the UK. Beyond the grant, the support and platform that comes with it will make a massive difference too."

Tia Collard, 23, fiftyminds

"I'm incredibly grateful to Reed for this opportunity. This is a significant inflection point for me, fiftyminds, and our entire team. The grant will help us move toward our vision of providing organisations with independent and honest advice on technology, automation, and AI - while also allowing us to invest in training and hiring graduates and young talent within our team. It is a life-changing opportunity"



All About Business Entrepreneurs Fund



Precious Adu, 23, The Tech UK

"I started The Tech UK as a nail studio, but the moment that changed everything was teaching a class and watching someone finally get it. There are more than a million young people in the UK not in education, employment or training. Some of them have a skill. What they don't have is anyone showing them how to earn from it. This grant lets me build the academy that does."

Paul Wilson, 23, Consultico

“Winning the All About Business grant with Reed is one of the most exciting steps I've had with my business. Being involved in this kind of business ecosystem is extremely exciting, and at every turn since we've won, Reed keeps adding more benefits. Winning has reignited my passion for my business and my desire to grow it into something fantastic, and I can't wait to see how this support helps me reach new heights, both in my business and as a young entrepreneur!”





Kanoj Vora, 27, Prospect AI

“I'm incredibly grateful to Reed for believing in us. Having one of Britain's greatest success stories backing us with their mentorship and capital means the world to us as we, at Prospect AI aspire to build a business that can redefine trust in B2B sales.”

What do we offer our co-members?

Reed is a place where co-members feel included and where futures are formed.

Reed treats its co-members in accordance with our values: we are fair, open and honest, we take ownership, and we work together to create a workplace where co-members are valued and respected. We provide pathways for career progression and ensure that our co-members feel like they belong. Here are some of the ways that we improve the lives of people who work at Reed.



Learning & development

At Reed, we ensure that co-members have the opportunity to learn and grow, personally and professionally. Here are some of the initiatives that we offer our co-members:

Reed in Partnership:
- Talent Development Programme, including the Future Managers Academy which has been designed to help co-members interested in a people-management role
- Springboard mentoring scheme, with focus on ethnic minorities/ disability in leadership
- Launched My Career Planner app that matches skills required in a co-member's current role to other roles in the business, allowing co-members to identify potential career paths.

Reed Specialist Recruitment:
- Management Academy (developed ourselves), for co-members interested in a managerial position
- Re-skilling for women coming back from maternity leave, or for people coming back to Reed after a major life event (such as illness)
- "Inspiring Women at Reed": dedicated mentoring scheme to support women in the workplace, as well as a "Race & Ethnicity" mentoring scheme.

Reed Online:
- Mentoring scheme to support career development and knowledge sharing
- Hackathon: a cross-functional innovation event to collaborate and develop solutions
- Career Progression Frameworks in commercial and tech teams to support co-member career growth

Across Group:
- Personal development fund, where co-members can apply for sponsorship to undertake courses which develop their skills
- Professional qualification sponsorship, supporting co-members in their studies towards professional/ academic qualifications including NVQs, Degree, CIPD, ACCA, CIM, MBA
- Graduate Scheme, where recent graduates can join Reed on a 3 year scheme to gain experience in recruitment, and then have the opportunity to interview for various other roles across the business

Inclusion & belonging



Reed is committed to creating a work environment where co-members feel valued, respected, and a sense of belonging. Here are some of the ways in which we achieve this:

Reed in Partnership:
- Diversity Sponsors & working groups for: Women in the Workplace, Ethnic Minorities, LGBTQ+, Disability and Armed Forces Veterans
- 'My Experience' Stories which includes collecting personal stories from across the business
- Inclusion & belonging sessions often looking at intersectionality e.g. Neurodiversity & Women in the Workplace

Reed Specialist Recruitment:
- Single, cohesive Inclusion & Belonging (I&B) Working Group, with five dedicated workstreams: Age, Ability, Gender, LGBTQ+, and Race, Religion & Ethnicity.
- Delivered more initiatives than ever before, including our Men's Health Series, the launch of Fertility Connect, and our Neurodiversity in the Workplace campaign.
- Internal I&B hub, 'Reed-iverse', has continued to grow and now includes 'fReedom Hub' for LGBTQ+ co-members and allies, and 'Menopause Matters', providing access to educational resources.

Reed Online:
- Co-member groups with an executive sponsor, including Wellbeing & Ability, LGBTQ+, Race & Religion and Inspiring Women at reed.co,uk.
- Events & celebrations: inclusive events marking occasions such as Pride and Eid

Health & Wellbeing

At Reed, we provide support that allows co-members to feel their happiest and healthiest in the workplace. Here are some of the resources available:

Reed in Partnership
- Co-member wellbeing strategy which focuses on the five key pillars of wellbeing
- Monthly thematic wellbeing sessions delivered for co-members
- Access to a mental health first aider network within Reed in Partnership

Reed Specialist Recruitment
- Health & wellbeing calendar, featuring workshops and 'lunch and learn' sessions on themes such as mental health awareness
- Co-members also continue to benefit from Spark, an Employee Assistance Programme (EAP), which provides a wide range of support services, including a 24/7 confidential helpline and virtual GP appointments.
- Care concierge service to help co-members navigating journey into care for parents

Click here to view the 2025 Gender Pay Gap Report

Reed Online
- Trained mental health first aiders, offering confidential support and guidance.
- Co-member Assistance Programme, including access to a Wellbeing Hub & bereavement support.

Co-member benefits

Here are some additional benefits that we offer co-members, to support them in their personal lives and in the workplace.

Family benefits

Our family benefits include paid family leave (including enhanced maternity pay) and baby bonuses (a payment when having a child, provided through the Healthcare Cash Plan). The same terms also apply for adoptions.

Cycle to work scheme

Supporting co-member mental wellbeing and physical fitness whilst also supporting Reed's carbon reduction initiatives.

Electric Dreams

Our Electric Dreams salary sacrifice electric vehicle (EV) scheme, in partnership with Tusker, allows eligible co-members to lease a brand-new electric vehicle in exchange for some of their gross salary.

The Reed Reward Hub

The Reed Reward Hub hosts a full range of discounts, including exclusive retail discounts, offers for eating out, discounted cinema tickets, holiday deals and much more.



Life at Reed



We asked co-members from across the Group to accurately describe what it is like to work at Reed.

What did our co-members say?

"I love working for a company that truly cares about its people. Knowing that my development is supported at every stage makes a real difference."

Kirsty Walsh, Senior Resourcing Business Partner

"I enjoy working at Reed because of the people. Everyone is always willing to help when you need it."

Oli Solari, Senior Business Development Executive

"I have the opportunity to connect the right talent with the right opportunities, while being part of a supportive and collaborative team."

Aarushi Raichoudhuri, Talent Sourcing Specialist

"I am grateful for the opportunities within Reed in Partnership to progress, learn new sectors and grow both personally and professionally."

Paul Holloway, Hub Manager

"Reed's supportive culture has helped me succeed, with colleagues always encouraging growth and celebrating success."

Calam White, Continuous Improvement Executive

Helping communities prosper



As a family-owned business that started in Hounslow in 1960, we have decades of experience working in communities across the UK and around the globe. We are proud of our positive impact on the local communities that we serve, whether this is through our services or championing important charitable causes.

Pledges and commitments

This section of the report includes Reed's FY26 activity related to our second sustainability pillar, helping communities prosper, with a focus on our services such as Reed Wellbeing, as well as the many charitable causes that have been supported through the Reed Foundation and Big Give. Below are three pledges, along with commitments that have been put in place to achieve our sustainability goals.

Reed will provide services that change communities for the better.

- We will help people lead healthier lives.
- We will provide expert advice that helps people achieve their goals.

Reed will build strong connections with local communities.

- We will prioritise support for local SMEs (small and medium-sized enterprises) and VCSEs (voluntary, community or social enterprise organisation) in the communities we operate in.

Reed will champion philanthropy.

- We will work one day a week for charity as 18% of our business is owned by the Reed Foundation.
- We will provide support for Big Give, the UK's biggest match-funding charity.
- We will pioneer a new movement of philanthropically-focussed companies, "PhilCo's".

Helping communities prosper



Reed Wellbeing

Reed will provide services that change communities for the better.

Our communities prosper when the people living and working within them are healthier and happier. A subsidiary of Reed in Partnership, Reed Wellbeing exists to provide accessible services to address health issues, and to support people seeking to make sustainable life changes.

Our services are based on clinical expertise, behavioural change techniques and a personalised approach. Here are some personal stories demonstrating Reed Wellbeing's impact on members of the communities we serve.

Last year, we helped over 76,000 people lead healthier lives

Christopher's Story

Christopher accessed the One You Kensington and Chelsea and Westminster Be Tobacco Free service after being referred by his GP, following worsening health linked to smoking. One You provides free, personalised support through a structured 12-week programme, helping people to stop smoking and build confidence.

"If anyone is thinking of quitting, I'd definitely recommend getting support. Just having someone to listen to you, it's really helped me. I'd definitely recommend One You. There's been no pressure at all this time—it just feels good."

Helen's story

After a routine check-up revealed health concerns related to PCOS and insulin resistance, Helen was referred to the Healthier You programme by her GP. It was a turning point she didn't know she needed. Healthier You is a nine-month behaviour change programme that helps people at risk of developing Type 2 diabetes.

"Healthier You gave me the tools to make lasting changes—real, sustainable ones. It helped me understand my body, my habits, and how to take control of my health."

Community Connect

Reed will build strong connections with local communities.

In 2024, Reed in Partnership launched Community Connect, giving every co-member the chance to use three days per year to volunteer with Big Give registered charities in their local community.

Since the scheme was introduced, individuals and teams from across the company have continued to create meaningful impact within the communities they serve. In FY26, **over 2,300 hours of volunteering** were completed through Community Connect.

FareShare Yorkshire

Co-members from our NDPP team in South Yorkshire volunteered at FairShare, the UK's largest charity tacking food waste and food poverty. The team spent the day supporting warehouse operations, preparing surplus food for distribution to charities.

"The experience was a powerful reminder that even a single day of volunteering can have a meaningful impact. It not only enabled us to support an incredible organisation but also gave us the opportunity to connect as a team and contribute to something bigger than ourselves."



Evora Hospice

A group of Reed in Partnership's Newry team came together for a volunteering day with Evora Hospice, an organisation providing vital palliative care for individuals with life-limiting conditions.



"Our team helped tidy the gardens and support the staff in maintaining the peaceful outdoor space their patients rely on for an escape. We saw firsthand just how calming the garden is, particularly at the memory tree, and we had the privilege of speaking with a patient who loves to sit there to reflect and relax."

Community Connect

Reed will build strong connections with local communities.

This year, senior leadership at Reed in Partnership launched a new extension of Community Connect, providing specialist Board-level support to grassroots charities. This has included voluntary sessions focusing on leadership mentoring, strategic development, financial planning and project delivery.

Playskill

Operations Director, Shirley Allen and Director of People, Tom Millar, spent a day with Playskill - a Hertfordshire-based charity that helps children with physical delays or disabilities to develop communication, movement and key life skills.

Niki Michael, CEO of Playskill said, "We will genuinely take the learnings, using them to improve some of our process, allowing us to positively impact our beneficiary group now and into the future."

Boxing Futures

Nick Morgan, Reed in Partnership's Deputy Operations Director, spent his Community Connect day with Boxing Futures, a Peterborough-based charity who engages local young people in non-combat boxing.

Ant York, CEO of Boxing Futures said, "After our time with Nick, we held a full team meeting that was inspired by the day we spent together, and we were able to share many of the learnings we took from the session, especially around communication, values and career pathways.

I feel there is a renewed sense of optimism going forward."



Volunteering at Reed Talent Solutions

Reed will build strong connections with local communities.

Co-members at Reed Talent Solutions have taken part in a range of initiatives in the past year to support the local communities they serve. This includes:

- Redistributing food to communities in need, through volunteering at charities such as the Bread and Butter Thing and Hinckley Foodbank.
- Supporting young people in care through employability sessions, including advice on CV building.
- Tree planting to help preserve green spaces in local areas, encouraging biodiversity and promoting wellbeing.



Future Bound programme

Reed Talent Solutions have worked with UK charity Endeavour since 2024, supporting with the delivery of the Future Bound programme. The aim of the programme is to raise the aspirations of young people aged 13-16 in the local Sheffield Community. The initiative provides 10 day sessions to students, each focusing on core transferable skills that can be used in employment, such as leadership, teamwork and creativity. The activities on offer range from cooking, to rock climbing and orienteering. **In FY26, Reed co-members contributed over 95 hours of volunteering to support the programme.**

endeavour
empowering young people

Alec Reed Academy

Reed will build strong connections with local communities.

In 2005, our founder - Sir Alec Reed - invested in the development of a new academy in Ealing, West London, just a few miles from the location of the first Reed recruitment office in Hounslow. The school provides education for children and young people from nursery age to sixth form. Following the initial investment, Sir Alec continued to support the school through the Reed Foundation, and in 2012 the school was renamed the Alec Reed Academy to recognise his contribution to improving its students' lives and education

Reed continues to maintain strong links with the Alec Reed Academy and the wider community in West London through its charitable donations and career support. In May 2024, the Reed Foundation made a £1 million donation for the development of a new outdoor learning centre. Through investment from Reed, the outdoor learning centre was opened in July 2026, and is used regularly by students across a wide range of curriculum and enrichment activities.

Furthermore, Reed has also supported with the development of the employability hub, which has now been completed, providing careers education to students. This has had a significant impact on provision for young people, and there are currently five apprentices working across the school in a range of roles.





"Reed's investment has enabled us to transform our vision of providing practical, meaningful and supported pathways to employment into a reality. The hub is creating valuable opportunities for young people to gain workplace experience, develop skills and build confidence as they prepare for future careers."

Phil Cosby, CEO of the Alec Reed Academy

Reed Foundation

Reed will champion philanthropy.

Last year, the Reed Foundation donated over £4.7m to charity

The Reed Foundation is the single largest shareholder of the Reed Group, owning 18% of the business, meaning that our co-members work one day a week for charity. The Foundation was founded in 1972 by Sir Alec Reed and exists to make grants to other charitable organisations. Since 2000, the Reed Foundation has **donated over £42m to charity.** Reed prides itself in being a philanthropy company and a founding member of the PhilCo movement.

"Encouraging philanthropy is my main mission now; but without entrepreneurialism to make the money, there would be no philanthropy."

Sir Alec Reed, (1934-2025), Founder of Reed
Knighted for services to business & charity



Ethiopiaid

Ethiopiaid was founded by Sir Alec Reed in 1989 with an investment of £1m. Over 37 years later, the charity has continued to grow. Ethiopiaid works alongside locally-led Ethiopian charities to transform lives and achieve lasting change.

The Reed family remains closely involved with Ethiopiaid, with two family members on the board, and the business provides the charity with free core business support, including HR. In previous years, cohorts of Reed co-members have taken part in overseas charitable initiatives as well as regional runs to raise funds, and there is a Reed co-member on the board of Trustees.

With Reed's help, Ethiopiaid has been able to keep its overheads low, with support contributing to the charity being able to raise enough funds to provide over £1.8m in grants to local organisations in Ethiopia, directly supporting 218,973 people.

To learn more about Ethiopiaid, please view the 2025-26 Impact Report here.



Big Give

Reed will champion philanthropy.

Big Give was founded by Sir Alec Reed in 2007, and brings together large donors such as philanthropists, foundations and businesses, with charities and public donations. Big Give matches what the public gives and doubles the difference that the charity can make.

Last year, the Reed Foundation provided **£3.7m** in funding to the Christmas Challenge, the UK's biggest collaborative fundraising campaign, which champions a wide range of charitable organisations in the UK and across the world over a seven-day match funding period. In 2025, Big Give completed its largest and most successful Christmas Challenge yet, raising an incredible **£57.4m** for charitable causes.

Charities supported by the Reed Foundation

Amber provides temporary accommodation and support to homeless young people, providing a safe space and a programme of support. With help from the Reed Foundation, they raised an impressive £200,000 during the Christmas Challenge.

Shooting Star Children's Hospice provides bereavement support for families in Surrey and London who experience child loss. They surpassed their target to raise over £92,000 during the 2025 campaign, with support from the Reed Foundation.

Caring in Bristol aims to break the cycle of food poverty and homelessness in Bristol by providing weekly food clubs to those in need. Supported by the Reed Foundation, they raised over £35,000 in the Christmas Challenge.

Since its inception, Big Give has raised nearly £450 million for 22,947 charity projects.

You can read more about Big Give's story here

PhilCo movement

Reed will champion philanthropy.

The PhilCo movement was launched in 2024 by our Chairman and CEO, James Reed CBE, to offer businesses a different approach to capitalism.

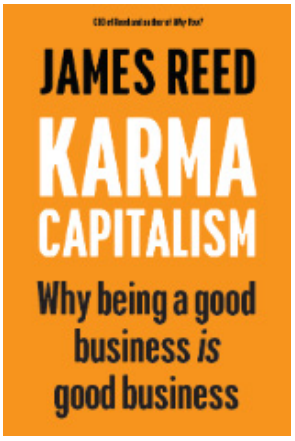
The Reed Foundation is the largest shareholder of the Reed Group, owning 18% of the business. The PhilCo movement aims to encourage other businesses to commit at least 10% of their shares to a charitable foundation, to generate long-term, sustainable philanthropy and create positive change.

If you are interested in becoming a PhilCo, or would like to learn more about the movement, please click here.

Launch of Karma Capitalism

Karma Capitalism, published in November 2025, sets out an important vision for a whole new generation of PhilCos. In his award-winning book, James shares how PhilCos are more likely to:

- Stay in business for 40 or more years
- Foster shareholders that work toward a lasting legacy
- Retain and motivate colleagues
- Improve lives through charity work



Karma Capitalism won **Business Book of the Year for Change & Sustainability** at the British Business Book Awards 2026, and is available to purchase here.



"I believe it's time to give capitalism a good name again. The philanthropy company movement is about changing the DNA of businesses and changing the world around us. And the great news is that doing good is good for business. I call it Karma Capitalism."

James Reed CBE, Chairman and CEO of Reed

Caring for our planet



We fundamentally believe being a champion of the environment is essential to our core purpose. How can we continue to improve lives through work if the climate crisis continues?

Maintaining and enhancing the natural environment for future generations is also economically beneficial, through maximising efficiency in our consumption and reducing our waste. This is why Reed has put in place environmental pledges and commitments in order to solidify our goal to reach net zero, and to become climate positive.

Pledges and commitments

This section of the report focuses on Reed's third sustainability pillar, caring for our planet, detailing the work of Reed Environment and Big Give's Earth Raise. Our environmental and emission reduction pledges and commitments are detailed below, and can be found in the Reed Global Environmental Policy.

Reed will reduce our scope 1 and 2 emissions (direct and indirect) by 30% by 2030.

- We will reduce our natural gas consumption with electricity supply.
- We will ensure all electricity contracts under our control are from verified, renewable sources.
- We will develop a pragmatic sustainability plan with our property team.

Reed will reduce our scope 3 emissions (value chain) by 50% by 2030.

- We will continuously improve the way we support and guide co-members on sustainable travel.
- We will use guiding principles to ensure businesses we work with are having a positive impact.
- We will provide co-members with the necessary guidance and facilities to minimise their waste, and actively reduce our single use plastics.
- We will continue to improve the efficiency of our digital, database, and website management across the Reed Group.

Reed will reduce our total emissions by 40% by 2030 and become climate positive by 2050.

- We will continue to support biodiversity and ecosystems through charitable contributions and reduced paper consumption.

Caring for our planet



Our emissions

Reed will reduce our total emissions by 40% by 2030 and become climate positive by 2050.

In FY26, Reed measured a 14.9% (267 tCO2e) reduction in overall carbon emissions compared to the previous financial year (FY25), and a 39.3% decrease (985 tCO2e) from our FY19 baseline.

This year, we have seen a significant reduction in utilities emissions. Electricity (scope 2) has decreased by 43.1% (307 tCO2e) whilst natural gas (scope 1) has reduced by 63.8% (219 tCO2e), driven by a number of factors. This includes fewer occupied properties across the Reed Group, along with lower energy consumption caused by a warmer climate and decreased demand for heating in offices.

Alternatively, business travel emissions (scope 3) have risen by 35.3% (256 tCO2e), a result of increased business outreach as part of company-wide growth strategies. Minor amendments to how expense data is collected may have also driven improvements in accuracy.

In FY26, we improved our data collection process to increase accuracy, and now report using actual consumption date where invoice date was previously used. To account for this methodology change, we have restated our baseline and historic data to ensure continued accuracy when tracking against our targets.

What are scope emissions?

Scope 1 (direct emissions): emissions from sources owned by or controlled by Reed

Scope 2 (indirect emissions): emissions associated with the purchase of electricity, steam, heat or cooling

Scope 3 (indirect value chain emissions): emission arising from upstream and downstream activities

Click **here** to view our **Environmental Policy**

In January 2026, the updated Reed Global Environmental Policy was published, containing targets that demonstrate our continued commitment to reduce carbon emissions, achieve our environmental pledges, reach Net Zero and become climate positive.

Our environmental achievements



Planting trees

In 2012. Reed planted 6,000 trees in Wiltshire and Oxfordshire to mark the Queen's Diamond Jubilee, with 70,000 more planted in 2022. This directly shows Reed's commitment to care for our planet, improve the natural world, and increase biodiversity.

Beehives

Beehives containing 20,000 bees were installed on the roof of the Reed Online office in Covent Garden in 2017. Bees are a crucial part of our ecosystem, and provide a vital pollination service that ensures the sustainability of the natural environment.





Electric dreams EV scheme

In 2022, Reed introduced the electric dreams EV scheme to support co-members with sustainable travel and reduce our carbon footprint, the first UK recruitment company to do so.

Earth Raise support

The Reed Foundation has provided over £2.5m of match-funding to Earth Raise (formerly the Green Match Fund) and sponsored the launch of Earth Raise in 2025.





Sustainability award

In 2023, Reed Online won the 'Best Use of Sustainability Engineering in a Project' in the DevOps Awards.

Reed Environment

Launch of Reed Environment in 2023 and partnership with Oxford Energy Academies in 2024 to help build the UK's green workforce.



Earth Raise

We will continue to support biodiversity and ecosystems through charitable contributions.

At Reed, we understand that as a service-based business, our activity has a relatively low impact on the environment. Funneling resources into dedicated environmental charities is more likely to create long-term action to help drive positive change. This is why the Reed Foundation has continued to support our sister charity Big Give's Earth Raise campaign, the UK's largest environmental fundraiser, providing £900k in vital funds in 2026.

Cool Earth Action is a charity tackling the climate crisis by preserving natural rainforests around the world. The Reed Foundation provided funds to their Earth Raise campaign, which raised over £80k in total. This support will help reduce the impact of wildfires by providing vital equipment, forest-saving data, and building resilience in local communities.

Surfers Against Sewage (SAS) is a charity fighting to protect our oceans and campaigning against sewage dumping on UK coastlines. The Reed Foundation has been a long-term supporter of SAS, which raised over £188k during Earth Raise.

The Wildlife Trust is a grassroots movement, created to protect and preserve the UK's natural environment. In Cumbria, funds provided by the Reed Foundation have contributed towards a long-term dream to plant 600,000 trees in Skiddaw Forest. They raised over £180k in the Earth Raise campaign.

A record-breaking **£10.9m** was raised in just one week for environmental charities during Earth Raise 2026. You can read more about the important causes supported here.

#ReedIsGreen

In April 2026, aligning with World Earth Day and Big Give's Earth Raise campaign, the annual **#ReedIsGreen i**nitiative took place for the second year running. Co-members across the Group got involved to raise awareness for important environmental causes.

Our co-members fully embraced the initiative by wearing green, donating to Earth Raise and posting on social media with #ReedIsGreen. Activities included volunteering for environmental charities and a plant adoption corner in offices.













Promoting sustainable travel

Encouraging the use of sustainable travel is an important part of our emissions reduction strategy. Although business travel is important for our operations, during Earth Raise week, co-members chose to use more environmentally-friendly methods of travel including cycling and public transport. Some of our co-members have utilised the electric car scheme, where we have partnered with Tusker to offer EV vehicles.

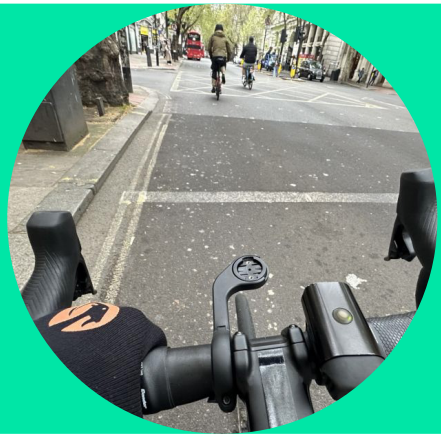












Reed Environment & Oxford Energy Academies



Reed Environment launched in 2023 and remains steadfast in its mission to support the UK's transition to Net Zero.

Addressing the UK green skills gap

Reed Environment has partnered with OEA, an independent training provider with facilities in Cambridgeshire and Oxfordshire. Together, we are training hundreds of apprentices and upskilling existing tradespeople in key renewable technologies, including air source heat pumps and solar photovoltaic (PV) systems. We have delivered skills bootcamps across both OEA sites to equip workers with the practical skills needed to support the UK's low-carbon transition.

Domestic retrofit innovation

Reed Environment also delivered the Suffolk Energy Efficiency Assessment (SEEA) scheme on behalf of Suffolk County Council. This pioneering initiative offers free domestic retrofit assessments to homeowners across the county. Each assessment provides a tailored report outlining the most effective measures to improve energy efficiency, reduce carbon emissions, lower household energy costs and enhance home comfort.

The SEEA scheme is among the first of its kind in the UK to focus on owner-occupied homes, as most public funding to date has targeted social housing. Over 600 property assessments were completed during the programme.







Our farm



Located in the heart of Oxfordshire and spanning over 1,500 acres is our farm, Juxon. The farm was an investment by our founder, Sir Alec Reed.

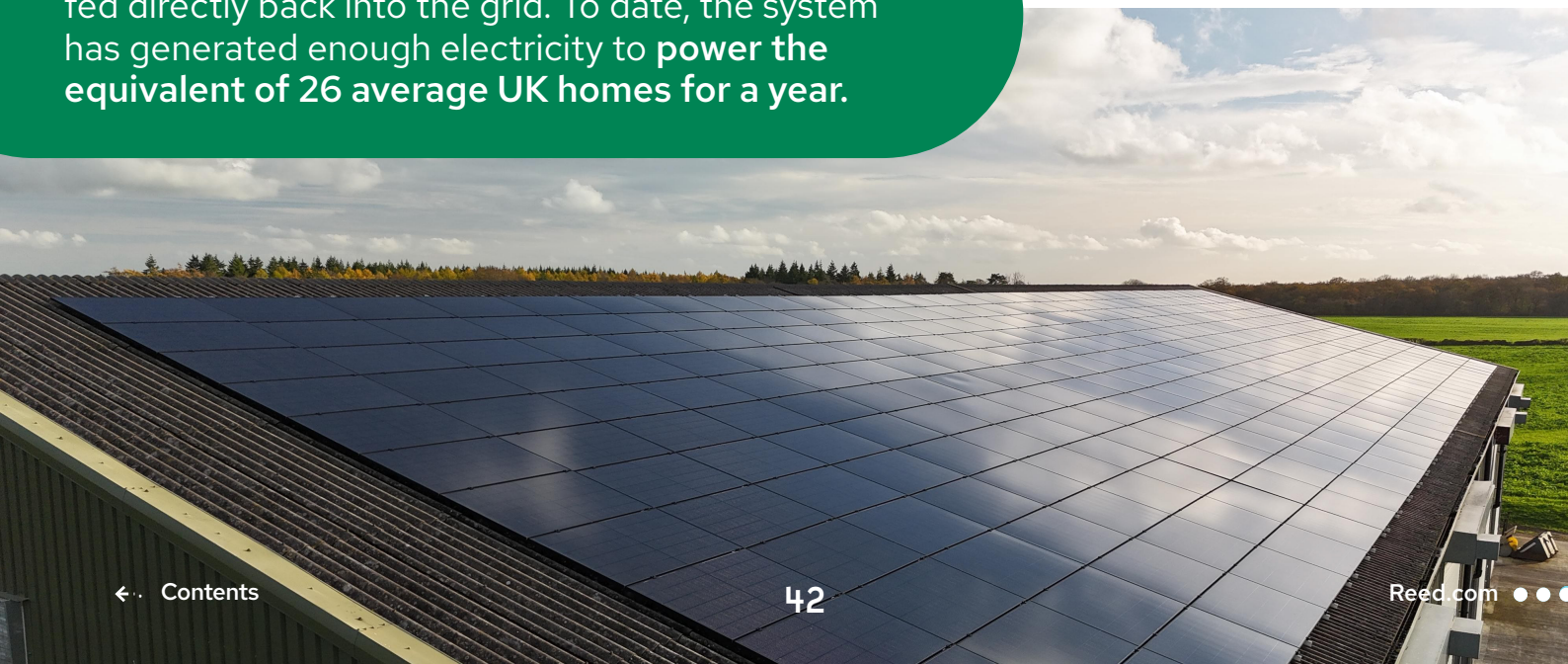
The farm consists of around 900 acres of arable land and contracts out a further 1,300 acres, with approximately 400 acres of woodland and 100 acres of grassland. The main crops grown are wheat, barley, oil seed rape, peas, and spring barley.

Sustainable activity on the farm includes:

- Enhancing wildlife by growing wild bird feed and producing habitats for animals to live in, including grey partridges, owls and small mammals.
- Control traffic system, using high tech GPS equipment to limit the traffic heavy farm machinery that can damage the soil. Satellite imagery is captured to determine how much fertiliser needs to be applied.
- Straw chopping and spreading rather than baling and selling, which allows us to add the carbon, organic matter back to the soil.
- Adding as much organic matter when and where possible to reduce the use of manmade fertiliser.
- Carbon sequestration* through agriculture (growing crops such as wheat and barley).

*carbon sequestration is the process of capturing and removing carbon dioxide from the atmosphere. When crops photosynthesize to produce food they remove carbon and create oxygen, meaning that carbon is sequestered into the soil (Energy.gov).

Last year, a solar system was installed on the roof of the grain store, producing renewable energy which is fed directly back into the grid. To date, the system has generated enough electricity to **power the equivalent of 26 average UK homes for a year.**



Governance



Global board composition

The global board comprises of seven directors including Reed's Chairman and Chief Executive, James Reed.



James Reed CBE, CCMI, FCIPD, MBA, MA
Chairman and Chief Executive of Reed

James Reed is the Chairman and Chief Executive of Reed. He was appointed Chief Executive in 1997 and became Chairman in 2004 when he took over the role from his late father, the founder of the Reed Group, Sir Alec Reed. He was awarded the CBE in the 2023 New Year Honours List for services to business and charity. James is a regular media commentator on work and labour market issues, with recent appearances including BBC News, Sky News, BBC Radio 2 and BBC Radio 4. He has contributed insight to a wide range of publications including the Financial Times, Harvard Business Review and The Sunday Times.

James is also a best-selling author of five books, Life's Work: 12 Proven Ways to Fast-Track Your Career, The Happy Recruiter: The 7 Ways to Succeed, The 7 Second CV: How to Land the Interview, Why You?: 101 Interview Questions You'll Never Fear Again, and Karma Capitalism. He also co-authored Put Your Mindset to Work with Dr Paul Stoltz. James has an MA in Philosophy, Politics and Economics from Oxford University, an MBA from Harvard Business School and is a Fellow of the Chartered Institute of Personnel and Development (CIPD).



Lewis Crowther ACMA, BA
Group Chief Financial Officer of Reed

Lewis Crowther has served as the Group's Chief Financial Officer since being appointed to the Board in 2022. Lewis joined Reed in 2006 on the Reed Graduate Training Scheme and held a series of Finance roles within Reed Specialist Recruitment, Reed in Partnership, Reed Online and in Group finance prior to his appointment to the Global board. He is a trustee of Big Give, a charity founded by Sir Alec Reed that brings together larger donors with the giving public and the charities who need them. Lewis is a Chartered Management Accountant and holds a degree in Economics and Politics from the University of York.

Global board composition



Jennifer May MSc

Chief Customer Officer of Reed

Jennifer has been part of the Reed Group for over eight years and joined the Global Board in 2023 as the Group's Chief Customer Officer. Since joining Reed, Jennifer has been involved in a variety of customer, brand, sustainability and AI strategies and initiatives. Jennifer's background is within commercial organisations such as Dixons Retail, Tesco, Argos and Travelex. She holds a Master of Science in Behaviour Change from Henley Business School.



Clifford Tompsett MA, FCA

Independent Non-Executive Director and Chairman of the Audit & Risk Committee

Clifford Tompsett is a Fellow of the Institute of Chartered Accountants in England and Wales with over 40 years of experience advising companies and their boards on financial matters including financial reporting, internal controls, risk and governance. He is a former audit, capital markets and transaction partner at PricewaterhouseCoopers LLP where he worked for 37 years until he retired in 2017. More recently he has also been the Senior Independent Director and Chair of the Audit and Risk committee of Cello Health plc, Non-Executive Director and Chair of the Audit Committee of Asia Energy Impact Trust plc and three Nasdaq listed purpose acquisition companies, and a Trustee of RAFT, a medical research charity. He has an MA in Chemistry from Oxford University.



Tessa Reed

Non-Executive Director

Tessa Reed has recently been appointed to the Global Board as a Non-Executive Director. She is a Senior Sales Executive at Braze, a high-growth software-as-a-service company specialising in customer engagement. With over seven years' experience scaling revenue across North America and EMEA, she has developed expertise in building strategic partnerships and delivering business value through consultative, outcome-driven sales. Tessa is passionate about emerging technologies and applying them to unlock new value streams for businesses. She holds a Master of Arts with Honours in Archaeology and Social Anthropology from the University of Edinburgh, a Diploma in Information Technology (Computer Programming) from the Academy of Interactive Technology, and a Certificate in Disruptive Strategy from Harvard Business School Online.

Global board composition



Elaine Bucknor
Independent Non-Executive Director

Elaine is a seasoned technology executive, Non-Executive Director, and Strategic Advisor with nearly 30 years of technology experience. She has held board roles with Darktrace (FTSE), Smoothe (AIM), and Notting Hill Genesis, one of the UK's largest not-for-profit housing associations.

Currently, Elaine advises two cyber-focused companies, serves as an NED at Hoptroff, and is a strategic advisor to PwC. A former Group Director of Technology at Sky, she oversaw major technological transformations. She is now set to join the board of another FTSE business and a financial sector mutual, reflecting her broad expertise across listed, private, and not-for-profit organisations.



Adrian Moorhouse MBE
Independent Non-Executive Director

Adrian is a former Great British swimmer, who competed for the British swim team during the 80s and early 90s, winning a gold medal at the 1988 Olympics in Seoul. He retired in 1992 and transitioned into a management role within GB Swimming, subsequently moving into business and co-founding Lane4, a successful HR consultancy. Lane4 grew to over 350 people, with Adrian as MD, delivering consultancy services across 20+ countries.

In 2021 Lane4 was acquired by EY and Adrian became the Managing Partner of EYLane4. After leaving EY in 2024, Adrian still works with a number of senior executive teams as coach/facilitator and has a long history of NED work since retiring from swimming. He is currently advising a number of leadership and culture development firms and sits within one of them, Ivy House, as Chairman. He has now joined the Reed Global Board as a Non-Executive Director.

How we ensure good corporate governance

We are committed to good corporate governance, which we know supports the running of a responsible business and the upholding of our values.

- Our board is responsible for establishing the culture, values and framework within which Reed operates, and is responsible to stakeholders for the direction and oversight of the company to ensure its long-term success. It provides leadership, oversees strategy, ensures the necessary resources are available and sets policies, key operational initiatives and standards.
- We have a focus on future opportunities for innovation and entrepreneurship. Short-term opportunities are highlighted through board meetings, executive reporting and subsidiary company boards. Longer term strategic opportunities are reviewed through the annual strategic review process.
- For all principal decisions, we engage with and obtain feedback as appropriate from any affected stakeholder groups.
- As a family-run group of companies, we have a strong emphasis on corporate responsibility and a track record of social impact, philanthropy and sustainability.
- We have clear routes for anonymous feedback, including monthly co-member satisfaction surveys, and whistleblowing policies. Allowing for transparency and honesty in our operations.
- We have an in-house audit function which provides assurance to the board, via the audit and risk committee, about the effectiveness of internal controls, risk management and governance processes.



Reed strategic and directors report

This section sets out how the board of directors of Reed have complied with the requirements of section 172 of the Companies Act 2006 and how these requirements have impacted the board's activities and decision making during the financial year ending 30th June 2026.

The **FY26 report** can be found in our published accounts on Companies House

Section 172 of the Companies Act 2006 states that directors of a company must act in the way they consider, in good faith, would be most likely to promote the success of the company for the benefit of the members as a whole, and in doing so have regard (amongst other matters) to:

1. the likely consequences of any decision in the long term
2. the interests of the company's employees
3. the need to foster the company's business relationships with suppliers, customers, and others
4. the impact of the company's operations on the community and the environment
5. the desirability of the company maintaining a reputation for high standards of business conduct
6. the need to act fairly between members of the company.

These duties are designed to ensure that directors act in such a way as to promote the long-term success of the company by delivering and creating sustainable shareholder value as well as contributing to wider society.



Sustainability Committee

In FY24 the Reed Group established a Sustainability Committee, whose core purpose is to make key decisions and drive forward our sustainability strategy. The Committee reports into the Reed Global Board, with the first meeting taking place in November 2023. Sustainability Committee meetings have and will continue to take place on a quarterly basis.

The Committee is sponsored by Reed's Chairman and Chief Executive, James Reed, and chaired by Jennifer May, the Chief Customer Officer for the Group. Other Group representatives include the Secretary, Chief Financial Officer, Director of Group Risk and Reed Screening, Head of Risk & Data Governance, Head of Property, Director of Social Impact, and Operations and ESG Project Manager.

Objectives are to:

- Identify and engage with opportunities for commercial success within the sustainability space.
- Support and drive initiatives across Reed that successfully 'improve people's lives', 'help communities prosper' and 'care for our planet'.
- Oversee stakeholder engagement around sustainability matters.
- Be decision makers on environmental and social opportunity investment for the Group.
- Identify and assess emerging and inherent environmental and social risks across the Group.
- Monitor, evaluate and plan for upcoming changes in environmental and social related legislation.
- Ensure there is centralisation of appropriate processes, procedures and policies for environmental and social issues at Group-level which can then be filtered down to subsidiary level, with considerations over relevant operations and activities.
- Identify, articulate and oversee sustainability targets and commitments on a regular basis.
- Evaluate opportunities to support the development of Reed's philanthropic initiatives.



Ethics and compliance

Human rights:
At Reed, we support and respect the protection of internationally proclaimed human rights by ensuring that our company is in no way complicit in human rights abuse. We have a Human Rights Policy in place which details our commitment to key societal values such as fairness, dignity, equality and respect, as well as how we protect those most at risk of harm.

Our co-members and candidates:
We proactively encourage the involvement of our co-members in any new business initiatives and ask them to consider improvements and innovations in existing business processes, systems and structures, with worthy ideas rewarded as part of recognition schemes.

We do not use forced or compulsory labour in any area of the business. We have a policy to protect our co-members and candidates who are aged under eighteen years old. We are fully compliant with minimum wage standards and pay minimum wage level or above to our co-members in all cases. In terms of our candidates, we ensure that minimum wage is adhered to in all temporary assignments. All Reed co-members are treated fairly and in line with any relevant legislation around working time, annual leave and rest periods.

View our Modern Slavery Statement here.



Our suppliers:
We are committed to ensure that any organisations in our supply chain operate to the same standards as we do, through due dilligence prior to on-boarding and regular audits.

Our professionalism:
We make it clear to all our co-members that the reputation and success of our company rests on the way each co-member carries out their work. We set very high standards for our workplaces, and these are aligned with the values of the company. Our candidates are also informed about professionalism and the standards required of them when they are on a temporary assignment with a client. Co-members are not permitted to offer or accept gifts or other rewards from any third party to carry out business with that third party, and all co-members are obliged to disclose any conflicts of interest that may occur during their work.

Our protection:
We endeavour to protect all our employees from all forms of unlawful discrimination on the grounds of sex, pregnancy/maternity, race, disability, religion/belief, sexual orientation, age, marital/civil partnership status and gender identity. We have a full whistleblowing policy and encourage both co-members and candidates to bring their concerns to the attention of management.

Internal auditing:
The internal audit function provides a critical service to ensure the commitments made by the board of directors are tested for effectiveness. The team delivers an annual audit programme, whose findings are reported directly to the global audit and risk committee. Findings are used to ensure compliance to internal processes and policies, regulatory adherence, and to drive change and continuous improvement.

Safeguarding:
Reed is committed to the safety and wellbeing of its employees and all vulnerable people, including children, that our workers come into contact with. To this end we have comprehensive safeguarding policies and procedures in place, safeguarding awareness training for all relevant employees and dedicated resources for all safeguarding matters. Our safeguarding steering committee includes a qualified designated safeguarding lead, with additional qualified safeguarding officers and a number of trained and experienced members from across our organisation. The steering committee meets regularly to review policies, procedures and training in the light of any changes to guidance or legislation, and is committed to continuous improvement.

Cyber Security

Reliable information is at the core of the services that Reed offer.



Cybersecurity directly supports the social and governance components of our sustainability strategy by protecting stakeholder interests, safeguarding sensitive data, and maintaining trust in our operations. By ensuring the confidentiality, integrity, and availability of our information systems, we not only meet regulatory requirements but also promote a sustainable and responsible business model. Our cybersecurity measures reflect our commitment to ethical governance and the well-being of our clients, employees, and partners, thereby reinforcing Reed's dedication to creating long-term value for all stakeholders.

1. Commitment to Data Privacy and Security
We are deeply committed to ensuring data privacy and security by implementing robust security controls that adhere to both business and regulatory requirements.

2. Protection of Information Systems
We prioritize the protection of our information systems, maintaining the confidentiality, availability, and integrity of all data entrusted to us.

3. Cybersecurity Leadership
Reed has appointed a dedicated senior manager to oversee our cybersecurity management systems. This leader collaborates closely with teams across legal, compliance, risk, human resources, and facilities management to ensure a comprehensive approach to cybersecurity.

4. Policies and Standards
Our extensive suite of cybersecurity policies and procedures, which are supported by senior management, is based on recognized security standards, including ISO 27001, and Cyber Essentials Plus.

5. Governance and Oversight
The security management forum, comprising senior management and key business stakeholders, convenes quarterly to provide comprehensive oversight of our cybersecurity programs. Cyber is now also a Board-level responsibility.

6. Vulnerability Management
Reed has established robust processes and utilizes advanced tools for vulnerability management to promptly identify, assess, and remediate security vulnerabilities.

7. Regular System Maintenance and Testing
Our systems undergo regular patching in compliance with Cyber Essentials Plus standards to minimize risk. Additionally, our systems are subject to independent audits, external penetration testing, and security maturity assessments.

8. Security Operations Center (SOC)
We operate a dedicated Security Operations Center (SOC) that enables us to quickly identify and respond to security incidents, ensuring continuous improvement in our security operations processes. All security logs are centralized for thorough review and monitoring.

9. Advanced Security Technologies
We deploy a range of advanced security technologies and tools across our networks to detect and alert our SOC to potential vulnerabilities and risks.

10. Data Protection Leadership
Reed has appointed a Data Protection Officer who coordinates all data privacy and protection matters, working closely with IT, business, and legal teams.

11. Future-Readiness and Emerging Technologies
Reed is committed to being future-ready by staying at the forefront of emerging technologies such as Artificial Intelligence (AI). We recognize the potential of AI and other advanced technologies to transform our business processes and enhance our cybersecurity measures. By investing in AI-driven security solutions, we are improving our ability to detect and respond to threats more effectively and efficiently. Our approach to cybersecurity includes continuous learning and adaptation to new technologies, ensuring that we remain resilient and prepared to handle the evolving threat landscape.

12. Additional Commitments
Reed has signed the UK Government Cyber Resilience Pledge, and ensures that board members at Reed Specialist Recruitment undertake the NCSC's Cyber Governance Training (and on an annual basis thereafter). We are signed up to the National Cyber Security Centre (NCSC) Early Warning Service. Reed has also invested in a Cyber Security Third Party Risk Platform, and requires Cyber Essentials across supply chains.

Data privacy

Data is extremely important to Reed and the services we offer, we therefore take our responsibility in regard to data privacy and cyber security very seriously. We are committed to effective data management and innovation that incorporates privacy by design.

Reed has a data protection officer who oversees our data governance framework, with the support of our compliance, legal and IT security teams.

Training:

All co-members are required to complete regular data protection training. This training includes:

- Data protection legislation and how this relates to our business operations
- Reed's data and security breach response
- Individual responsibilities with regards to data protection

Awareness is also raised via our internal network by providing regular security and data updates, as well as tips to keep our business safe and secure.

Audit & Compliance:

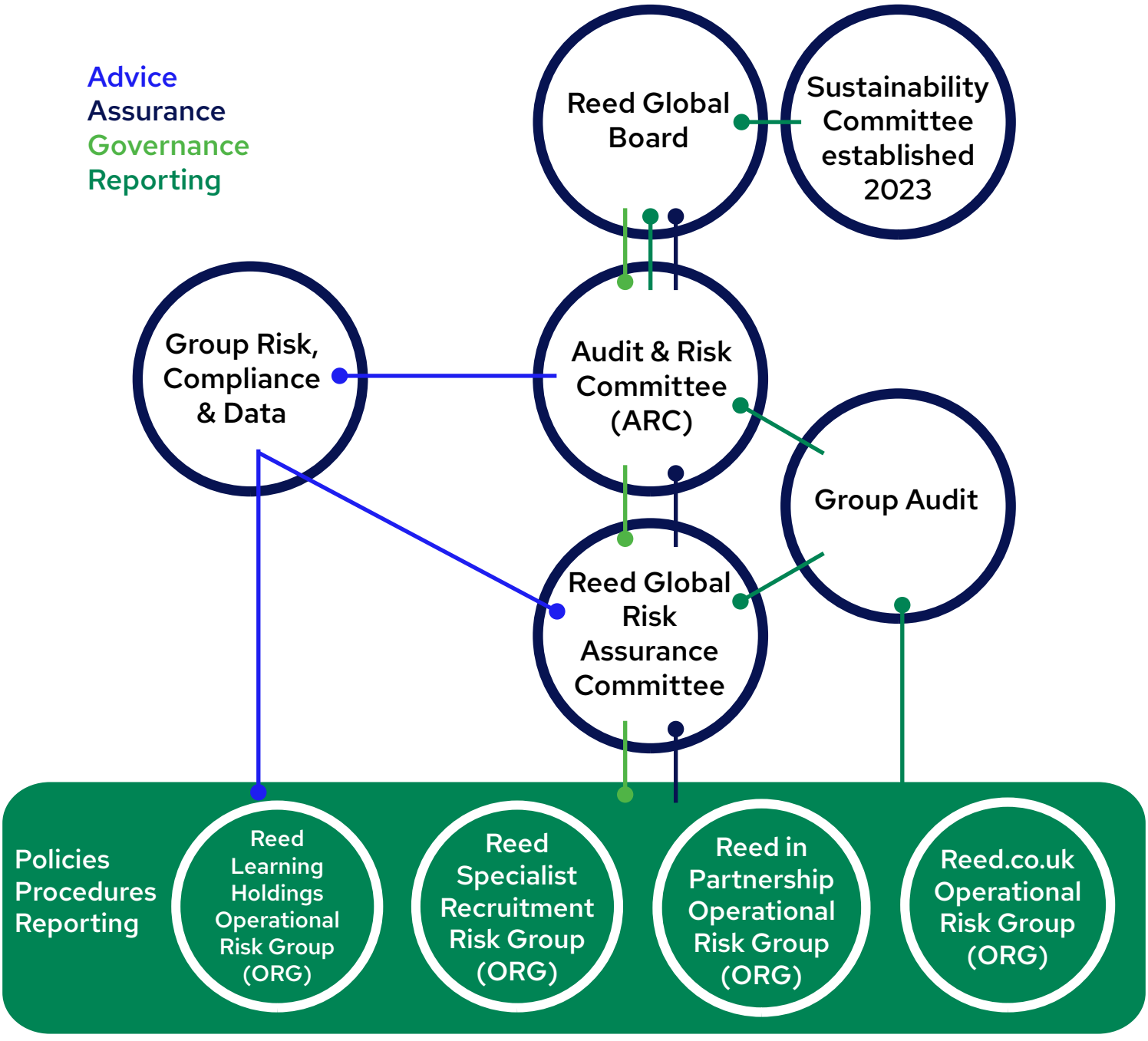
Compliance to regulatory requirements such as UK GDPR are internally audited annually. Results are reported to and discussed at the audit and risk committee. Any actions or improvements are reviewed within the next audit.

Compliance to the information security management standard, ISO27001, is regularly audited at least twice a year, both externally and internally.



Risk management

We have developed robust procedures to identify, monitor and manage risk via a risk assurance committee, which meets quarterly and receives reports from the subsidiary companies on any emerging or established risks which are considered to have an impact on stakeholders or may impact our business objectives.



What's next?

Reed is committed to the continuous improvement of our sustainability and social impact moving into 2026-27, and long term we will be developing our strategy further to improve people's lives, help communities prosper, and care for our planet.

Here is some of the social and environmental activity that we have coming up in the next year:

- We will be awarding at least five more young people with £20k and expert mentorship, as part of the second cohort of the All About Business Entrepreneurs Fund initiative.
- Reed in Partnership will continue to build Community Connect and encourage more co-members, including senior leadership, to get involved in local volunteering to support their communities.
- #ReedIsGreen will take place again in April 2027, to continue raising awareness for vital environmental causes.
- We will continue to grow the PhilCo movement and promote the ideas within Karma Capitalism, encouraging purpose-led business.
- Big Give has a number of campaigns coming up in 2026/27, including the Christmas Challenge and Earth Raise, with the Reed Foundation continuing to provide support.





Conclusion

Thank you for taking the time to read this report and allowing us to share our FY26 impact on people, communities and the planet.

The report will be updated on an annual basis, to give key updates on our social and environmental activity, demonstrate how we have progressed as a business, and to outline what's next on our sustainability agenda.

We recognise that improving our sustainability approach within the business is a journey. We aim to continuously develop, not because we are legally required to do so, but because it is the right thing to do.

If you have any questions regarding the information held in this report, please reach out to **Anna Chaytor**, Operations and ESG Project Manager at Anna.Chaytor@reed.com.




Reed
Phil
Reed.com