

**Reed** in Partnership  
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**2025  
Gender Pay  
Gap Report**

# Foreword



**Donna Murrell**  
Managing Director

**At Reed in Partnership, our values are at the core of everything we do. As part of the world's largest family-run recruitment company, we are proud to be fair, open and honest, to take ownership, and to work together in support of our shared purpose: improving lives through work.**

We are committed to building and maintaining a workforce that reflects the communities in which we operate. We know that diversity of thought, background and experience strengthens our organisation, enriches decision-making, and enables us to better support the individuals and communities we serve.

Transparency is an important part of that commitment. Gender pay gap reporting gives us the opportunity to reflect honestly on our data, understand where progress has been made, and identify where further focus is required. In this report, we set out Reed in Partnership's gender pay gap and bonus pay gap, alongside the actions we are taking to support greater equity and inclusion across the business.

We recognise that closing the gender pay gap is not achieved through a single initiative, but through sustained focus and meaningful action over time. We remain committed to creating an environment in which all co-members have the opportunity to grow, progress and succeed.

I can confirm that the figures 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.

**Donna Murrell**  
Managing Director

# What is the gender pay gap?

All organisations in the UK with 250 or more employees must report their gender pay gap.

We are required to report on a snapshot date of 5 April each year.



The gender pay gap 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.

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.

Mean

The mean gender pay gap is the difference between the average hourly rate of pay for women compared to 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 of that gender.

# Our results

## Gender pay gap



### Median

The median pay of men is **1.8%** higher than that of women.



### Mean

The mean pay of men is **5.9%** higher than that of women.

## Bonus pay gap

0.0%

The **median** bonus gap is 0.0%, because the median bonus for both men and women is the same

11.2%

The **mean** bonus pay of men is 11.2% higher than that of women

## Proportion of co-members receiving a bonus

83.4%

of all men received bonus pay

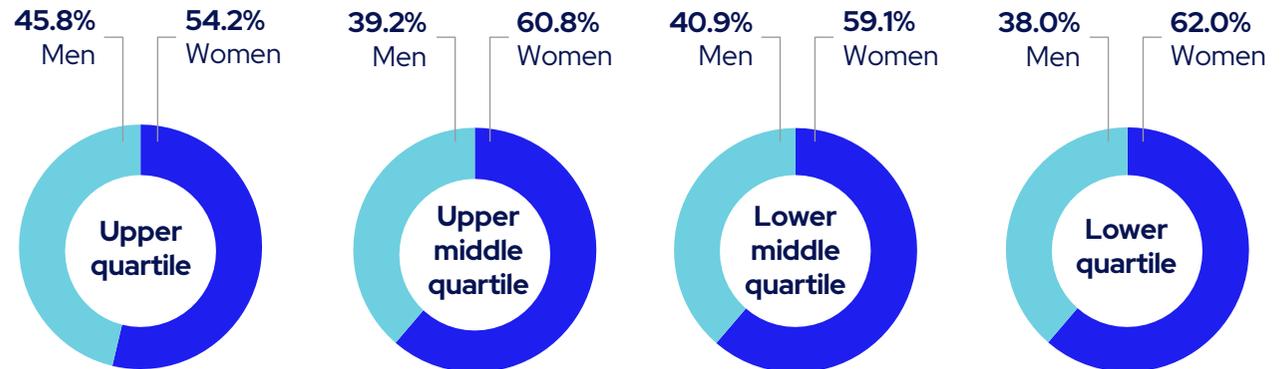
80.4%

of all women received bonus pay

Our approach to reward continues to evolve, supporting greater consistency, transparency and engagement across the business. As our incentive schemes have become more embedded, we have seen strong participation in bonus arrangements across the workforce, reflecting both the reach of our schemes and the contribution of our co-members throughout the year.

## 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

This year's results continue to show a relatively small overall gender pay gap at Reed in Partnership, with a median pay gap of 1.8% and a mean pay gap of 5.9%. While this demonstrates that a gap remains, it also reflects the broad representation of women across our workforce and across all levels of pay.

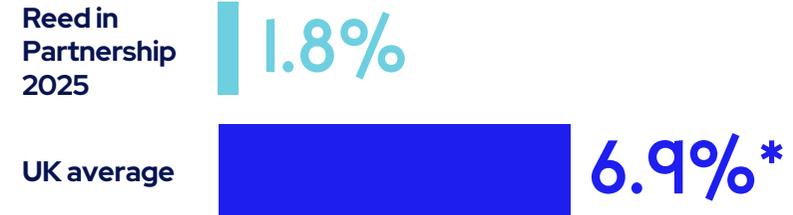
Women continue to represent more than 50% of co-members in every pay quartile, including 54.2% of the upper quartile, which is an encouraging sign of representation in higher-paid roles as well as across the wider organisation. Women also make up 60.8% of the upper middle quartile, 59.1% of the lower middle quartile, and 62.0% of the lower quartile.

Our bonus results show a median bonus gap of 0.0%, meaning that the midpoint bonus paid to men and women is the same, while the mean bonus gap is 11.2%. Bonus participation remains high, with 83.4% of men and 80.4% of women receiving a bonus in the reporting period.

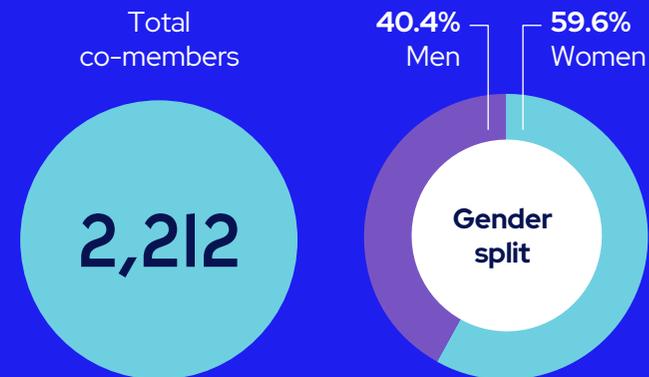
We remain focused on creating an inclusive workplace in which co-members have the opportunity to grow, progress and succeed. Through sustained action and continued attention to representation, progression and reward, we will continue working to reduce the gap over time.

## Putting our pay gap in context

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



## Reed in Partnership demographics



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

# Our commitment in action

We are proud of the progress we have made so far and remain committed to taking further action to reduce the gender pay gap. Below are some of the commitments and initiatives that continue to support greater equity, opportunity and progression across Reed in Partnership.

## Closing the gap

We continue to work towards closing the gender pay gap by supporting women co-members to thrive in the workplace and by creating clear pathways into management and leadership roles. Our approach is focused on building an inclusive environment in which colleagues can develop, progress and succeed, regardless of gender.

During 2025, we continued to support co-members through our approach to pay and reward, including pay progression opportunities through our performance-based review processes. We know that fair and consistent reward is an important part of creating an equitable workplace and supporting colleagues at all levels of the organisation.

Our bonus data this year provides encouraging context. Bonus participation remains high across the workforce, with 83.4% of men and 80.4% of women receiving bonus pay. The mean bonus gap is 11.2%, while the median bonus gap is 0.0%, showing that the midpoint bonus paid to men and women is the same.

Our Women in the Workplace diversity sponsor and inclusion group continues to make a positive impact by creating opportunities for learning, development and discussion that support women across the business. This includes activity focused on career development, progression and understanding the barriers that women may face in moving into management and leadership roles. Insights from this work continue to inform our actions and priorities.

Our Inclusion and Belonging working groups also continue to support women co-members by sharing career stories from across the organisation, helping to highlight the different routes into progression and leadership. Internal progression remains a key area of focus, supported by initiatives such as talent development programmes, future manager pathways and guidance for managers on how to support career growth.

Progress depends on sustained action across Reed in Partnership, and we remain committed to creating a more inclusive and representative workforce. By continuing to focus on progression, opportunity and fair reward, we will keep working to reduce the gender pay gap over time.

## Chairman's commitment

In 2018, our Chairman, James Reed, set out a clear ambition to improve female representation in senior leadership. That commitment continues to guide our approach today. At Reed in Partnership, we remain focused on succession planning, developing women talent and creating pathways into leadership roles, helping to sustain strong female representation over time.

# Reed in Partnership

