

# Reed Online Ltd

## 2019 Gender Pay Gap Report



Reed.co.uk is the UK's #1 jobsite 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 look for Temporary, Permanent and Contract job opportunities, playing a key part in the UK job market and wider economy. Our purpose is "Improving Lives Through Work" and our brand message is "Love Mondays".

Reed Online is committed to building and maintaining a workforce whose diversity is representative of the communities in which we operate. Having a diverse workforce throughout the business will allow us to utilise a range of different skills, experiences and perspectives that should ensure our success in the future.

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 for Reed Online. We take this opportunity to highlight our commitments and initiatives to continue to tackle the gap moving forwards.

I can confirm that the figures declared in this report are accurate as at the snapshot date of 5th April 2019. They have been calculated according to the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

A handwritten signature in dark ink, which reads "Ian Nicholas". The signature is written in a cursive, slightly slanted style.

**Ian Nicholas**  
**Chief HR Officer**

# What is the Gender Pay Gap...

In 2017, all organisations in the UK with 250 or more employees had to begin reporting their gender pay gap. We are required to report on a snapshot date of 5th 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

Median

23.8%

The median pay of men is 23.8% higher than that of women

Mean

16.5%

The mean pay of men is 16.5% higher than that of women

## Bonus Pay Gap

40.0%

The median bonus pay of men is 40.0% higher than that of women

31.5%

The mean bonus pay of men is 31.5% higher than that of women

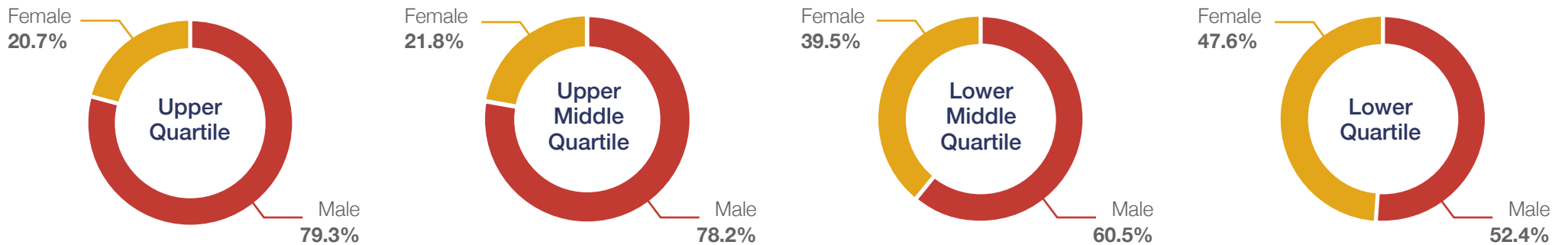
## Proportion of Co-Members Receiving a Bonus

87.2% of men | 77.7% of women

87.2% of all men and 77.7% 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.



# What our Results Mean...

## Understanding the gap

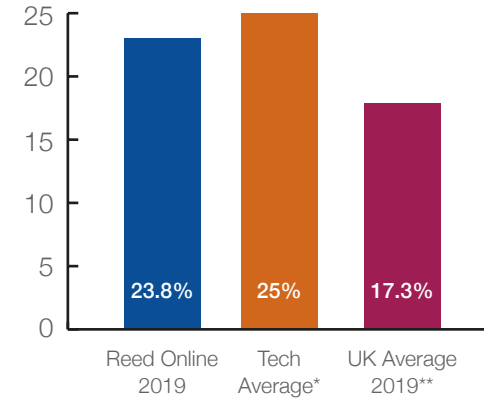
Year on year our gender pay gap has seen a small change, with the mean increasing by 0.1 percentage point and the median by 1.8 percentage points. The technology industry in the UK is extremely competitive, leading to upward pressure on remuneration in the upper quartile. We continue to address this by conducting a fair and transparent recruitment process and requesting diverse shortlists where possible. We are pleased to have made progress in closing the gender pay gap in the lower and middle quartiles, following the implementation of visible, clear and fair career progression frameworks.

During a time of significant organisational change we saw an increase in ad-hoc bonuses, which were primarily used to recognise project work and reward one-off targets. This has negatively impacted our bonus gap this year. Additionally, we have a strategic focus on our customer facing roles to provide exceptional service to our customers, which has increased the proportion of Co-Members receiving bonus. Despite our initiatives, significant change takes time, and we expect to make progress towards our goals in the future.

## Putting our pay gap in context

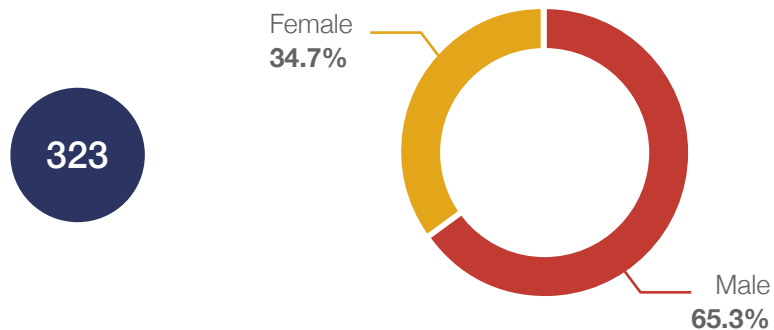
Reed Online's median hourly pay gap is lower than the Tech Industry's average.

\*Source: Mercer  
\*\*Source: ONS

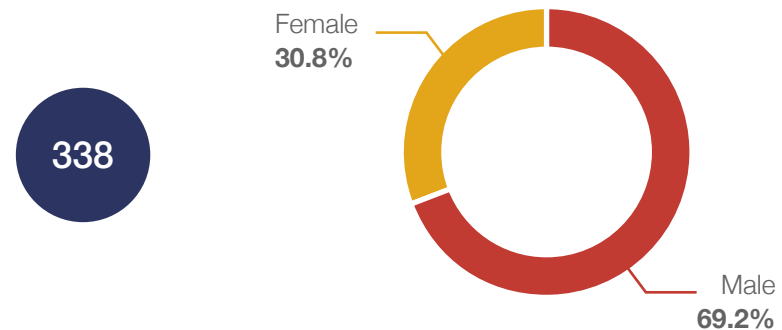


## ROL Demographics

Co-Members in Reed Online 2019:



Co-Members in Reed Online 2018:



# 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. Below are our current and future initiatives to continue closing the gender pay gap:

## Chairman's Commitment

In 2018, our Chairman James Reed pledged that REED will seek to have women make up 50% of its senior leadership team over the next 3-5 years. They will be there because they are good at their jobs. We will meet this through succession planning and supporting the development of female talent.

## Our Inclusion & Belonging Commitment

In August 2019, we launched REED's Inclusion & Belonging Commitment, outlining our key aims towards full workplace inclusion.

Work continues on our initiatives, and this year we have appointed Group Board Sponsors and Diversity Champions to support all Co-Members across the business and help us drive change.

This commitment strives towards everyone feeling a sense of belonging in the workplace, through a variety of initiatives listed below:



## Women in Leadership

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

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

This year we will launch our WiL@REED Resource Page, allowing Co-Members to connect, learn, share and inspire one another.

# We're on a Journey...

## Understanding the Importance of Inclusivity

The importance of an inclusive workplace is driven from the top at REED with two Group Board Sponsors championing support for Women in Leadership. They support our Co-Member networks made up of WiL@REED Diversity Champions to share feedback, support Co-Members and advise the organisation on how to improve.

As a family business, we are proud to raise the voice of our Co-Members internally through our quarterly Inclusion Stories. We also share 'How to support Co-Members...' blogs periodically to raise awareness of key Co-Member celebrations throughout the year.

## Encouraging Inclusive Leadership

REED encourage all Co-Members to take part in personal & professional development, with a number of management and leadership training initiatives available. We have developed a new Toolkit for Inclusive Management, further upskilling our managers to support and harness individuality.

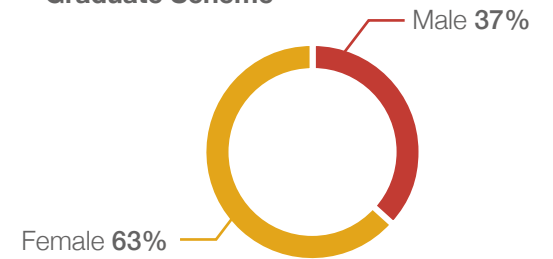
An Unconscious Bias e-learning module is available for all Co-Members, designed to help recognise and combat bias in the workplace. We have implemented Unconscious Bias Training for Hiring Managers to help ensure personal biases are recognised in the interview process.

## Inclusive Recruitment, Policies & Procedures

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

This year we will launch our new Inclusive Workplace Guide to raise awareness of Co-Member support available at REED and share conversation guides developed in conjunction with our Diversity Champions.

### Graduate Scheme



**As we strive to do better, REED will remain fair, open and honest with our progress.**