

# Our stakeholders

## Employees

We have an experienced, diverse and dedicated workforce which we recognise as a key asset of our business. Therefore, it is important that we continue to create the right environment to encourage and create opportunities for individuals and teams to realise their full potential.

### Their material issues

- Opportunities for development and progression
- Agile working patterns
- Opportunity to share ideas and make a difference
- Diversity and inclusion

### How we engage

REED openly engages with its employees, called co-members, seeking regular feedback and offering many opportunities for development. This includes a career development framework,

professional qualification funding, mentoring and buddying schemes, personal development funds, and REED's own business school in the Cotswolds.

### 19/20 highlights

- Able Futures initiative launched
- BAME targets were exceeded against plan
- LGBT+ inclusivity targets were exceeded against plan
- Women in leadership roles increased on the previous year
- Employees voted REED a great place to work – 4.1 stars on Glassdoor making REED the number 1 recruitment company and 28th overall
- James Reed has been voted one of the top CEOs for the second year running

## Local communities

Since Alec Reed opened the first REED office in Hounslow, West London on Saturday 7th May 1960, his ethos of active engagement in charitable and social causes has been integral to the company's vision and values. Today, REED set out to be a good global citizen. The Reed Foundation, which owns 18% of the company, aims to aid charitable causes promoting education and the relief of poverty, sickness and suffering. REED has a social commitment to lead and create positive social change. In over 60 years in business REED has been a force for change, a force for good and a force for individual betterment. REED has had a revolutionary impact on the recruitment sector. REED were the first recruiters to specialise, the first recruiters to go online and the first recruiters to tackle welfare-to-work.

### Their material issues

- Local disruption
- Impact on the local economy
- REED being a responsible neighbour

### How we engage

We engage with the local community through the environmental strategy, The Reed Foundation, and our work helping the labour market. We also liaise work with non-governmental organisations (NGO's) and industry bodies to enhance the positive impact we have on the communities in which we operate.

### 19/20 highlights

- 684 charities benefited from REED's match funding
- The Big Give raised a total of £21.6m
- This included £1.3m raised to support grassroots charities fighting the impact of COVID-19

## Suppliers

We operate a third-party supplier framework for our recruitment businesses as well as outsourcing some services to suppliers and providers. As a result, it is crucial that we develop strong working relationships with our suppliers, so we can enhance the efficiency of our business and create value.

### Their material issues

- Long-term partnerships
- Collaborative approach
- Open terms of business
- Fair payment terms

## Central & local government

As a responsible employer and business, we are committed to engaging constructively with central and local government to ensure we are supporting the wider community.

### Their material issues

- Openness and transparency
- Proactive and compliant with new legislation
- Proactive relationships with key government regulators to help shape future labour market regulation

## Clients

REED serves a high number of clients across the UK. Clients include every kind of company spanning the public, private, and third sectors.

### Their material issues

- Value for money
- High quality service
- Meaningful and trusted relationships

### How we engage

REED operates an evaluation of service process across all clients. This forms key KPI reporting to the board. As part of REED's 60th year, the Chairman – James Reed – undertook to

## Temporary workers

REED works with over 20,000 temporary employees working across most sectors of the UK labour market.

### Their material issues

- Finding suitable work
- Job security
- Career prospects

### How we engage

Through effective collaboration, we aim to build long-term relationships with our suppliers. We are signatories to the CICM Prompt Payment Code and are clear about our payment practices. We expect our suppliers to adopt similar practices throughout their supply chains to ensure fair and prompt treatment of all creditors.

### 19/20 highlights

- 15 day average payment
- Received confirmation that our key suppliers were compliant with our modern slavery approach

### How we engage

We take a constructive, positive and proactive approach to relationships with government departments such as HMRC, BEIS, DLME and sector regulators via regular dialogue and correspondence.

### 19/20 highlights

- Quarterly Reviews with the Employment Agency Standards Inspectorate
- Chair of the first cross-UK GOV association of labour market regulators, advisors, and trade unions

visit 60 clients to personally gauge their thoughts and opinions. Depending on the size of the client, REED operates an account management structure which ensures the service provided to clients is a high quality and that the views of the client are heard and taken on board as part of decision making.

### 19/20 highlights

- Overall Net Promoter Score (NPS) increase of 3.8
- James Reed's commitment to meet 60 clients in the 60th year
- Strong Trustpilot reviews
- Sustained positive Google office location reviews
- Use of a balanced scorecard which highlights client metrics

### How we engage

REED co-members are in frequent contact with temporary workers. This includes temp surgeries, online temp newsletters, and feedback loops.

### 19/20 highlights

- In response to the COVID-19 pandemic REED launched Keep Britain Working, a campaign to help people back into work

## Reed family

REED was founded in 1960 by Sir Alec Reed and the current Chairman is the second generation of the family, James Reed. REED is privately owned by the Reed family, as shareholders and as providers of loan note finance.

### Their material issues

- Longevity and sustainability of the business
- Dividend returns - loan note interest returns

## Bank

REED has a long-standing relationship with Barclays as its corporate bankers. Relationships are also held with other banks as REED funds are held on deposit with multiple banks to manage cross-party risk.

### Their material issues

- Provision of effective financing to the business
- Financial returns

## The Reed Foundation

The Reed Foundation was set up by Alec Reed in 1985 and has owned 18% of the REED group for over 30 years. The funds directed to the foundation are at the heart of the company's charitable giving.

### Their material issues

- Receipt of funds
- Charitable giving

## Pension scheme

The Reed Executive defined benefits pensions scheme. The Trustees are the REED CFO and REED Head of Tax.

### Their material issues

- Ensure sufficient assets to meet long term pension obligations
- Pension Assets Return

### How we engage

James Reed as the Chairman of REED is actively engaged in the day to day running of the business. Sir Alec Reed as the Founder of REED is also physically present in the business. Annual family meetings are held to review business strategy and results with family members.

### 19/20 highlights

- Cash management and sustained profitability across a challenging year with the COVID-19 pandemic

### How we engage

The Barclays relationship is managed via REED's CFO and Barclays' Relationship Director, who meet at least quarterly. Day to day banking operations are managed via REED's treasury team.

### 19/20 highlights

- Strong engagement throughout the pandemic
- Clear financing plans agreed between REED CFO and Barclays Relationship Director as part of the pandemic

### How we engage

Sir Alec Reed's main mission now is encouraging philanthropy via The Reed Foundation as a major shareholder of REED.

### 19/20 highlights

- Christmas Big Give 2019 scheme

### How we engage

Quarterly trustee meetings and regular engagement with the employer (Reed Executive). The pension scheme also benefits from independent support and advice: XPS Pensions Group

### 19/20 highlights

- Recovery of stock markets following impact of COVID-19

# REED stakeholder map

