

**GENDER
PAY GAP
REPORT
2024
REPLY
UK**

Foreword

At Reply UK, we believe that diversity is the key to innovation and are committed to fostering an inclusive workplace where all our colleagues have equal opportunities to shine.

Transparency plays a critical role in this commitment, and we welcome the opportunity to share our gender pay gap report in accordance with UK legislation.


While the gender pay gap is influenced by a variety of internal and external factors, including historical gender imbalances in our industry, we are committed to drive meaningful change and take seriously our responsibility to ensure that all our colleagues can reach their full potential at Reply.

Every year, we will share what we are doing to reduce the gender pay gap and the strides we are making toward greater equity.

Declaration

I hereby confirm that the gender pay gap calculations for Reply UK and Reply Ltd are accurate and comply with the guidelines outlined in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

David Otter,
HR Director UK



Introduction

Under the Equality Act 2010 (Gender Pay Gap Information) Regulations, all UK employers with 250 or more employees are legally required to report their gender pay gap data based on a snapshot date of 5 April each year.

Reply Ltd was the only individual Reply UK entity meeting the headcount reporting requirements; however, in the interests of clarity and transparency, we have presented an aggregated figure for the entire Reply UK group, offering a more comprehensive view and allowing for meaningful year-on-year analysis. Pay gap statistics for Reply Ltd can be found in the [Appendix](#).

By sharing this data, we aim to promote transparency, track our progress, and reaffirm our commitment to diversity, equity, and inclusion. We remain dedicated to creating a workplace where all employees, regardless of gender, are valued, supported, and rewarded fairly for their contributions.

Methodology

This report has been prepared in accordance with the UK government's gender pay gap reporting requirements. The data represents a snapshot of our workforce as of the snapshot date 5 April 2024 and includes all relevant employees as defined by the legislation.

The data reports the six different measures as set out by the Government Equalities Office:

- ▶ **Mean Pay Gap** – the difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees, expressed as a percentage of male pay.
- ▶ **Median Pay Gap** – the difference between the median (middle) hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees when ranked smallest to largest, expressed as a percentage of male pay.
- ▶ **Pay Quartiles** – the proportion of male and female employees in each pay quartile, where employees are ranked from lowest to highest paid and divided into four equal groups. The lower quartile consists of the lowest 25% of earners, the lower middle quartile consists of the next 25% of earners, the upper middle quartile consists of the next 25% of earners and the upper quartile consists of the highest 25% of earners.
- ▶ **Mean Bonus Gap** – the difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees. This includes bonus pay received in the 12 months to April 2024.
- ▶ **Median Bonus Gap** – the difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees. This includes bonus pay received in the 12 months to April 2024.
- ▶ **Bonus Proportions** – the proportions of male and female relevant employees who were paid bonus pay during the 12 months ending April 2024.

The dataset includes all individuals with a contract of employment with Reply UK, including permanent employees, fixed-term staff, and apprentices. In line with the reporting requirements, the dataset also includes contractors who have a contract to perform the work themselves, meaning they are not permitted to subcontract any part of the work to a third party.

Reply UK Gender Pay Gap Results

Hourly pay difference between M & F employees		Pay Quartiles				Bonus payment difference between M & F employees		% of employees receiving a bonus	
Mean Pay Gap	Median Pay Gap	Lower	Lower Middle	Upper Middle	Upper	Mean Bonus Gap	Median Bonus Gap	Male	Female
19.4%	26.6%	M 56.2%	M 66.4%	M 76.5%	M 82.2%	26.4%	26.3%	59.6%	58.9%
		F 43.8%	F 33.6%	F 23.5%	F 17.8%				

Understanding our 2024 Pay Gap

The gender pay gap is the difference between the average (mean or median) earnings of men and women across our workforce, expressed as a percentage of men’s earnings. It does not consider qualification levels, seniority, tenure, experience, or the specialist nature of roles. This is different from equal pay, which ensures that men and women are paid the same for performing the same or equivalent work. We are confident that our gender pay gap is not the result of paying men and women differently for the same or equivalent work.

Our gender pay gap is predominantly driven by the number of men in the upper pay quartiles. The underrepresentation of women in technology related fields is a historical issue in our industry, with fewer women studying STEM subjects and pursuing careers in technology, resulting in a smaller pool of female candidates for higher-paying specialist and leadership positions. This can in turn limit the number of women in roles that typically lead to higher salaries.

The main driver to improve our gender pay gap, and our priority, is therefore to address this gender imbalance through a combination of attracting more women into the business, ensuring that our career development practices give women equal opportunity to progress, and to foster an inclusive, equitable culture.

Improving the Pay Gap

We are committed to creating a diverse and equitable culture, where all our colleagues can thrive. Our commitment is reflected in the initiatives we have in place to attract, retain, and support employees in reaching their full potential. While we are proud of the impactful initiatives we have in place, we recognise that there is still more to be done, and we remain committed to driving further progress.

Attracting talent

The recruitment of female talent is a key part of our overall approach to diversity.

STEM Women Initiatives

We actively participate in **STEM Women** graduate careers events as well as other gender diversity focused events at UK universities. This enables us to connect with talented female graduates, showcase career opportunities within our organisation, and encourage more women to pursue and progress in technology roles, engaging directly with the next generation of female STEM professionals

Upreach

We partner with **upReach**, a social mobility charity supporting undergraduates from lower socio-economic backgrounds to secure top jobs in the UK. Through our attendance at the Tech500 Bootcamp, hosting of networking events, mentoring and offers of work experience placements, we are committed to breaking down these barriers to boost social mobility.

Continuous development and career advancement

We pride ourselves on developing a culture of continuous learning and are committed to providing equal opportunities for all employees to develop skills and progress in their careers. Some examples include:

- ▶ A new Graduate Development Programme that provides enhanced learning opportunities for all Graduates in Reply UK.
- ▶ Our Communities of Practice: centres of competence through which colleagues can improve their expertise, work on new offerings and increase their skills and visibility.
- ▶ Soft and Technical Skills Training that are available to all colleagues.
- ▶ The Reply Management Programme, which is a mandatory training programme for all

new Managers in Reply, equipping them with important skills to enable them to lead effectively and continue developing their own career.

- ▶ Our Learn.Share.Remix Programme, which encourages all our colleagues to share their knowledge, earn rewards, and invest in their own skills development.
- ▶ A structured career path and performance management methodology, ensuring transparent, objective performance management and equal career advancement opportunities for all.
- ▶ Our internal mobility programme, Skydive, which allows employees to change role internally within the group, supporting the acquisition of skills and experience, and opening a wide range of career advancement opportunities.

Inclusivity for all

Reply All - Uniquely Diverse Programme

At Reply, we believe that diversity is the key to innovation. Everyone has a role to play in supporting career progression, challenging biases, and creating a positive, inclusive workplace culture.

Reply All gives space and stage to diversity, inclusion and accessibility and provides a platform for open and honest discussions around diversity. Through these conversations, we challenge ourselves on where we can improve and develop initiatives that cultivate a culture of belonging and community, ensuring that every voice is heard. Recent events include Women in Technology & Business, Leading Ladies: Women's Networking and Reply All – Connect, Empower & Share.

Hybrid Work Programme

Our goal is to foster a harmonious and progressive working environment where all our colleagues feel empowered to deliver excellent work, grow their careers, and maintain a healthy work-life balance. Flexibility is a key part of this, which is why we have long championed hybrid working for all employees, regardless of tenure, seniority, or role.

Our hybrid working policy is designed to provide the best of both worlds - blending office and remote work to create an environment where employees can thrive professionally while enjoying greater flexibility. This approach enables employees to tailor their working experience to their needs, ensuring they can perform at their best while developing fulfilling careers.

By fostering a progressive and inclusive workplace, we help create more opportunities for career development, particularly for women, who are often impacted by rigid workplace structures.

Appendix

Under the Gender Pay Gap reporting regulations, we are required to publish gender pay gap data for each Reply UK entity with 250 or more employees as of the snapshot date (5 April 2024). As of this date, only Reply Ltd met the headcount requirement for reporting. The data for Reply Ltd has been submitted to the UK Government in accordance with these regulations. In this report, we present an aggregated figure for the entirety of Reply UK, with the detailed data for Reply Ltd provided below.

	Hourly pay difference between M & F employees		Pay Quartiles				Bonus payment difference between M & F employees		% of employees receiving a bonus	
	Mean Pay Gap	Median Pay Gap	Lower	Lower Middle	Upper Middle	Upper	Mean Bonus Gap	Median Bonus Gap	Male	Female
Reply UK*	19.4%	26.6%	M 56.2%	M 66.4%	M 76.5%	M 82.2%	26.4%	26.3%	59.6%	58.9%
			F 43.8%	F 33.6%	F 23.5%	F 17.8%				
Reply Ltd	17.3%	28.7%	M 55.1%	M 71.7%	M 75.2%	M 83.0%	11.9%	10.2%	78.1%	69.6%
			F 44.9%	F 28.3%	F 24.8%	F 17.0%				

* Reply UK: includes all legal entities and trading divisions

