



GENDER PAY GAP
REPORT
2025 REPLY
UK

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FOREWORD

At Reply UK, we believe that diversity fuels innovation and we are committed to fostering an inclusive environment where every employee has the opportunity to excel.

Transparency is fundamental to this, and we are pleased to present our gender pay gap report in line with UK regulatory requirements.

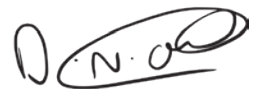
While the gender pay gap is influenced by a variety of internal and external factors, including historical gender imbalances in our industry, we are committed to driving impactful change and embracing our responsibility to ensure all employees can thrive at Reply.

Every year, we will share what we are doing to reduce the gender pay gap and the strides we are making towards even 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

A handwritten signature in black ink, appearing to read 'D. N. Otter', enclosed within a hand-drawn oval shape.

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.

As with the 2024 report, Reply Ltd was the sole Reply UK entity meeting the headcount criteria for reporting. However, to ensure clarity and maintain transparency, we have continued to present the gender pay gap figures as a combined total for the entire Reply UK group in this report. This approach provides a broader perspective and facilitates meaningful comparisons over time. Detailed pay gap data for Reply Ltd is available in the [Appendix](#).

By disclosing this information, we strive to enhance transparency, monitor our progress, and reinforce our ongoing commitment to diversity, equity, and inclusion. Our goal remains to foster a workplace where every employee, irrespective of gender, feels valued, supported, and fairly compensated 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 5 April 2025 and includes all relevant employees as defined by the legislation.

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

- * Mean Pay Gap – the difference between the mean (average) 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 2025.
- * 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 2025.
- * Bonus Proportions – the proportions of male and female relevant employees who were paid bonus pay during the 12 months ending April 2025.

The dataset includes all individuals employed under a contract with Reply UK, covering permanent employees, fixed-term employees, and apprentices. In accordance with reporting obligations, it also includes contractors engaged directly by Reply who are required to personally carry out the work, without the option to subcontract any portion to a third party.

REPLY UK GENDER PAY GAP RESULTS

HOURLY PAY DIFFERENCE BETWEEN M & F EMPLOYEES		PAY QUANTILES				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
17.8%	20.7%	M 59.0% F 41.0%	M 59.9% F 40.1%	M 73.6% F 26.4%	M 80.6% F 19.4%	19.8%	21.4%	65.6%	74.0%

UNDERSTANDING OUR 2025 PAY GAP

The gender pay gap represents the difference in average (mean or median) earnings between men and women within our workforce, expressed as a percentage relative to men’s earnings. It does not consider factors such as qualifications, seniority, length of service, experience, or the specialised nature of certain roles. This differs from equal pay, which ensures that men and women receive the same pay for performing identical or equivalent work. We are confident that our gender pay gap is not caused by unequal pay for equal work between men and women.

Between 2024 and 2025, Reply UK has made noticeable progress in reducing the gender pay gap across multiple key measures. The mean pay gap decreased by 1.6% and the median by 5.9%. Similarly, the mean and median bonus gaps narrowed, by 6.6% and 4.9% respectively.

In addition to pay improvements, the proportion of employees receiving bonuses also shifted positively. The percentage of females receiving bonuses increased substantially from 58.9% to 74.0%, surpassing the increase seen in males, which rose from 59.6% to 65.6%. These figures indicate a positive trend towards greater gender pay equity and more equitable bonus distribution.

The primary factor influencing our gender pay gap is the higher concentration of men in the upper pay quartiles. The historical underrepresentation of women in technology-related sectors, due to fewer women studying STEM subjects and entering technology careers, leads to a smaller pool of female candidates for higher-paying specialist and leadership roles. This limits the number of women in positions typically associated with higher remuneration.

To address this imbalance and improve the gender pay gap, our key focus is on attracting more women to our organisation, providing robust support for employees to balance work and family commitments, ensuring that our career development processes offer equal opportunities for advancement to women, and cultivating a workplace culture that is inclusive and equitable for all.

IMPROVING THE PAY GAP

We are dedicated to fostering a diverse and inclusive culture where every employee can thrive. This dedication is demonstrated through the various initiatives we have implemented to attract, retain, and support our employees in achieving their full potential. Although we take pride in the positive impact of these programmes, we acknowledge that there is still work to be done, and we are steadfast in our commitment to continue making meaningful progress.

Attracting & Retaining Talent

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

ENHANCED FAMILY LEAVE POLICIES

In 2025 we introduced a comprehensive and inclusive enhanced family leave policy designed to support all employees in balancing their work and family responsibilities. By offering more inclusive and flexible leave options for all parents and caregivers, we aim to create a workplace environment that values and accommodates diverse family needs. These policies help to reduce career interruptions and support a more equitable distribution of caregiving responsibilities.

Such measures are crucial in addressing the gender pay gap, as they encourage retention and progression of female employees who might otherwise face challenges in managing work and family life. By fostering an inclusive culture that supports both men and women in their caregiving roles, we contribute to narrowing the pay gap and promoting equal opportunities for career advancement.

STEM WOMEN INITIATIVES

We actively participate in **STEM Women** graduate career events and various diversity initiatives at UK universities. This enables us to build relationships with skilled female graduates, highlight the career paths available at our company, and inspire more women to embark on and advance within technology careers. Through this direct engagement, we aim to support and empower the upcoming generation of female STEM talent.

UPREACH PARTNERSHIP

We take pride in our platinum partnership with **upReach**, a charity dedicated to improving social mobility by helping undergraduates from disadvantaged socio-economic backgrounds access leading employment opportunities in the UK. Our involvement includes participating in the Tech500 Bootcamp, organizing networking events, providing mentorship, and offering work experience placements. Through these efforts, we remain committed to dismantling barriers and promoting greater social mobility.

Continuous development and career advancement

We take pride in fostering a culture of ongoing learning and are dedicated to ensuring that all employees have equal access to opportunities for skill development and career advancement.

Some examples include:

- * Our Graduate Development Programme offers enriched learning experiences designed to support the growth and development of all graduates within Reply UK.
- * Our internal mobility programme actively promotes internal mobility within the group, supporting the development of skills and experience, and opening a wide range of career advancement opportunities.
- * A structured career path and performance management methodology, ensuring transparent, objective performance management and equal career advancement opportunities for all.
- * Our Communities of Practice: centres of competence through which employees can improve their expertise, work on new offerings and increase their skills and visibility.
- * Soft and Technical Skills Training that are available to all employees.
- * 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 employees to share their knowledge, earn rewards, and invest in their own skills development.

Inclusivity for all

DEI TRAINING AND INCLUSIVE DECISION-MAKING

As part of our continued commitment to diversity, equity and inclusion (DEI), we have introduced two new mandatory e-learning courses tailored to different roles across the organisation. All employees complete a foundational DEI course designed to equip colleagues with the tools to make a real impact through their day-to-day interactions. The course supports employees in recognising unconscious bias, provides practical frameworks to help address bullying and harassment, and reinforces awareness of internal contacts available for support. It also emphasises the importance of actively promoting inclusive practices across the workplace, encouraging everyone to take responsibility for shaping an inclusive culture at Reply.

In addition, managers and leaders undertake a dedicated programme focused on how inclusive everyday decision-making, visible role modelling and the consistent handling of inappropriate behaviours contribute to fair access to development, progression and reward. By embedding these behaviours across the organisation, the training helps create fairer experiences and opportunities, supporting our wider efforts to address the gender pay gap.

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 serves as a dedicated space and platform for diversity, inclusion, and accessibility, fostering open and candid conversations on these important topics. These discussions prompt us to reflect on areas for growth and inspire the creation of initiatives that nurture a culture of belonging and community, where every voice is valued. Recent events organised through Reply All have focused on themes such as Women in Tech, Female Allyship, Gender Inclusion, and Inclusive Leadership.

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 2025). 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 QUANTILES				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*	17.8%	20.7%	M 59.0% F 41.0%	M 59.9% F 40.1%	M 73.6% F 26.4%	M 80.6% F 19.4%	19.8%	21.4%	65.6%	74.0%
REPLY LTD	17.1%	25.9%	M 52.7% F 47.3%	M 68.8% F 31.2%	M 71.6% F 28.4%	M 84.4% F 15.6%	13.4%	18.0%	81.0%	88.6%

*Reply UK: includes all legal entities and trading divisions.

