

Reed in Partnership

Impact Report 2026

Transforming people
and their communities



The partner of choice

reedinpartnership.co.uk

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Foreword



Donna Murrell
Managing Director

As Reed in Partnership concludes its financial year, it is an appropriate time to consider the impact we have made supporting people and their communities through our delivery of public services across the UK.

This year has also prompted us to reflect on the enduring legacy of our founder, Sir Alec Reed, following his passing in December 2025. Sir Alec opened the first Reed office in Hounslow in 1960 with just £75. Together with his son James Reed, our Chairman, he established Reed in Partnership in 1998 to help people overcome barriers and achieve their potential.

Sir Alec’s commitment to philanthropy remains embedded in our culture and way of doing business. Sir Alec founded the Reed Foundation in 1972, which **owns 18% of our company and has given £40 million to charitable causes.** And in 2025, James Reed launched the ‘PhilCo’ (short for Philanthropy Company) movement. PhilCos have at least 10% of their shares owned by a charitable foundation, enabling dividends and resources generated by the company to be directed towards positive causes. I invite you to read more about Sir Alec Reed’s remarkable legacy later in this report.

Over the past year, the UK has continued to face social and economic challenges. Improving economic growth, increasing workforce participation and achieving public service reform have remained high on the national agenda. At the same time, the number of young people who are not in education, employment or training (NEET) – now almost one million – continues to present a significant challenge for our country, with a clear, urgent need for earlier intervention and clearer, more accessible and effective pathways to opportunity. We have a long-standing commitment to helping people build sustainable futures through employment, skills and careers support and will continue to contribute to the government’s efforts to find effective solutions to the NEET crisis.

This year we celebrated an important milestone: **supporting 350,000 jobseekers into sustained work** through our delivery of employability services. Behind that figure are 350,000 individual stories of resilience and achievement. Every person supported into work represents greater independence, stronger local economies and reduced pressure on public services. We are proud to deliver **the first and third highest performing DWP Restart Scheme regions in the country**, consistently meeting our targets for supporting people into new employment.

In healthcare, we saw the launch of the NHS 10 Year Plan in 2025, with its focus on prevention, reducing health inequalities, shifting care closer to communities and embracing digital innovation. These priorities closely reflect our own approach. This year, our Reed Wellbeing division celebrated a decade of delivering the NHS Diabetes Prevention Programme, supporting **more than 242,000 people to reduce their risk of developing Type 2 diabetes.** Across our health services delivery, we are combining evidence-based interventions, effective integration with community pathways and digital solutions to support healthier lives and better outcomes.

Technology continues to create opportunities to improve the way public services are delivered. Across our company we are investing in innovative digital tools and systems that are helping make services more accessible and effective. We are using this innovation to enhance human relationships, not replace them.

Our Reed Assessment division has now delivered **11 million Driving Theory Tests for DVSA**, supporting the government’s

Road Safety Strategy by ensuring learner drivers have the knowledge and awareness they need to travel safely on British roads.

What connects all this work is our commitment to delivering high-quality public services that improve lives. We maintain an unwavering focus on the outcomes that matter most to the people we support and to our commissioners. Whether helping someone secure a job, improve their health, transition from the Armed Forces into civilian life or access essential public services, we are delivering meaningful and lasting impact.

This report contains highlights of what our company has achieved during the last 12 months. It reflects our work in an ever-evolving society, with new challenges and opportunities appearing at rapid pace.

Thank you for taking the time to read about our company’s impact. You can stay up to date with our work at reedinpartnership.co.uk

Donna Murrell
Managing Director

Our year in numbers

18%

Reed Foundation owned

£4.76m

donated to charity by the Reed Foundation

184

delivery locations



2,310

co-members working for us

Nine
key sectors

Advice & guidance
Armed Forces support
Assessment
Contact centre
Employability & skills
Environment
Health & wellbeing
Justice
Youth

22

commissioners



35

contracts

Two million
service users

Our year in highlights

We celebrated the milestone of supporting

350,000

jobseekers
into work

see page
10

We developed solutions to
the UK's NEET crisis that
would create a three lane
super-highway to work

see page
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We championed the role
UK Armed Forces Service
leavers can play in powering
the nation's economic future

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More than 46,000 people
used our Reed Wellbeing
services to start leading
healthier lives

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We marked a decade of
effective diabetes
prevention & NHS support

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We delivered

2.6 million

secure and
compliant Driving
Theory Tests

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18

We improved the experience
of people with hearing
difficulties using our Test
Centre Network

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18

We used AI to improve the
speed at which people can
access our wellbeing support

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20

Our research into
employment for people
with criminal convictions
informed government policy

see page
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We improved the quality of
money guidance provided
to people across England

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Reed in Partnership



Our company today

As a family-owned British company, Reed in Partnership has spent 28 years designing and delivering public services that help people overcome barriers, achieve their ambitions and transform their lives and the communities around them.

Over that time, we have evolved from one of the UK's first employment services providers into a diverse public services organisation working across nine sectors, including health, skills, justice, assessment and youth services. As part of the Reed Group, our story forms part of a much longer history that began when Sir Alec Reed opened the first Reed Recruitment office in Hounslow in 1960.

We have built a strong reputation as a trusted partner to national and local government. We have been entrusted with public funding to deliver services to millions of people and support commissioners to achieve their objectives. Throughout that journey, generations of Reed in Partnership co-members have been united by a common mission: to transform people and their communities.

“Without business there would be no charity, and without charity what’s the point of business?”

Sir Alec Reed
Founder



We are a trusted partner

Trust is earned through delivery. Our commissioners rely on us to provide high-quality services that achieve outcomes, respond to changing needs and deliver value for money. Our agility and ability to adapt to emerging priorities is hugely valued. Many of our partnerships have been established over several years and, in some cases, decades, reflecting our shared commitment to service excellence.

We are experts in service design, delivery and continuous improvement

We combine operational expertise with data, technology and customer insight to design services around people's and commissioner needs. Whether supporting someone into work, helping them improve their health, develop new skills or access essential public services, we focus on creating services that are effective, accessible and centred on the individual.

We are values-led and purpose-driven

As a family-owned British company, our values shape how we operate every day:

- **We are fair, open and honest**
- **We take ownership**
- **We work together**

These values guide our decisions, inform our culture and help us create an environment where people can do their best work, driven by our purpose. Every day our teams are seeking to transform people and their communities.

We place social value and philanthropy at our core

We believe that contributing additional social value and philanthropic impact is the right way to do business. It is central to the way that our company operates: being a force for good in our communities.

Our social value model enables us to demonstrate what we are achieving, with over £100m of value contributed in recent years. Our approach is to think locally, collaborate effectively and measure the results.

The passing of our founder, Sir Alec Reed, in December 2025 prompted reflection on the legacy he leaves behind. Sir Alec believed that business should be a force for good and famously said: “Without business there would be no charity, and without charity what’s the point of business?”

That philosophy is embedded in the structure of the Reed Group. We are proud

to be what James Reed describes as a ‘PhilCo’ – short for Philanthropy Company. That means a company that has at least 10% of its shares owned by a charitable foundation. Reed in Partnership is 18% owned by the Reed Foundation, which has distributed more than £40 million to charitable causes since its creation. Through this model, our success helps generate wider social impact beyond the services we deliver directly.

Our people make our impact possible

Everything we achieve depends on our people. We are committed to creating an inclusive workplace where colleagues feel respected, valued and able to grow their careers. We actively invest in learning and development, reward and recognition, wellbeing initiatives and opportunities for co-members to contribute to the future direction of our company.

Our people come from a wide range of backgrounds and experiences, reflecting the communities we serve. This diversity strengthens our company and helps us better understand the needs of the individuals, employers and communities we support.

Looking ahead

Public services and the communities they serve will continue to change. Our ambition is to remain at the forefront of that change: combining human expertise with digital capability, delivering excellent outcomes for commissioners.

Today, Reed in Partnership combines the scale and capability of a national public services provider, delivering effective locally-embedded services with the values, culture and purpose of a family-owned British business. Everything we do will continue to be guided by our mission to transform people and their communities.

1998→



Tony Mace
Programme Director

01 Improving lives through work

First and third best Restart Scheme delivery regions

Supporting devolution of employment support

This year, we celebrated a major milestone: supporting 350,000 jobseekers into work through our delivery of government employability services.

Our employability services help people overcome their individual barriers to work, develop their skills and move into sustainable employment.

They also support the government's ambition to increase workforce participation and achieve growth in every postcode. We consistently rank among the highest-performing employability providers in the country, combining local delivery, innovative service design and digital capabilities to improve outcomes for jobseekers, employers and communities.

This year we have seen thousands of people seek our support and have been proud to offer them our sector-leading employment coaching, skills development and specialist health and wellbeing

support, enhanced by our strong employer and community service partnerships. Each jobseeker we work with sees their support designed around their individual personal circumstances and needs, helping them to access opportunities and achieve lasting success in work.

This year we also marked five years of delivering the Department for Work and Pensions Restart Scheme, during which we have helped thousands of jobseekers across the Home Counties and North East & Humberside secure new employment through sector-leading performance.

We were selected to deliver Phase One pilots of the government's new Jobs Guarantee for young people. We also began delivering Connect to Work services for local combined authorities as part of DWP's devolved commissioning approach. This devolved service is taking a collaborative, locally-led approach to tackling the UK's high economic inactivity

levels by supporting disabled people, individuals with health conditions or those facing complex personal barriers to finding and sustaining employment. It is providing important insight into how longer-term devolution of employment support might work in practice.

After eight years of delivery for DWP in the North East and through devolved commissioning for the South London Partnership, we supported our final participants using the Work and Health Programme. We provided up to 21 months of tailored employment and health support for more than 79,000 jobseekers with disabilities and long-term health conditions, or specific disadvantaged backgrounds, building networks of integrated support across a range of local communities.

The labour market will continue to evolve, but high-quality employment support will remain central to individual opportunity, good local growth and employers'

workforce needs. It is vital that we use these insights to help shape the next generation of employment support and ensure that high-quality provision continues to transform people and their communities.



350,000

people into work milestone

Case study

Delivering the top performing Restart Scheme programme in the country

This year, we celebrated five years of delivering the Department for Work and Pensions' Restart Scheme, a programme designed to provide intensive, personalised support to people who have experienced long-term unemployment and other barriers to sustainable work.

Since it launched in 2021, we have been proud to deliver the Restart Scheme across the Home Counties and North East & Humberside, supporting some of the country's most disadvantaged jobseekers to move closer to employment.

Over the last five years, our delivery of the Restart Scheme has helped more than 54,000 people into sustained work. For some people, this meant returning to employment after years out of the labour market. For others, it represented their first ever job.

Our delivery has consistently set the standard for performance. We are proud to be a top tier provider of the Restart Scheme, consistently topping performance tables when assessing job outcomes achieved over the lifetime of the service, according to DWP statistics.

The success of the Restart Scheme demonstrates the value of personalised, holistic employment support. Research conducted by the Learning and Work Institute found that strong relationships with Employment Advisers, tailored support and effective partnerships with local organisations are critical to helping people achieve sustained employment outcomes. These principles have been at the heart of our approach from day one.

The service's impact extends beyond individual participants. According to the National Audit Office's review of the Restart Scheme, the Department for Work and Pensions estimated that the programme would generate £2.44 in economic and social benefits for every £1 invested in it.

This reflects the wider benefits of helping more people into work, strengthening local economies and reducing pressure on public services.

As the government continues its focus on increasing workforce participation and achieving an employment rate of 80%, the Restart Scheme demonstrates the importance of providing the right support, to the right people, at the right time.

Five years on, the service stands as proof that with personalised support, trusted relationships and a focus on individual strengths, people can overcome significant barriers and enter sustainable employment that has a positive impact on their lives.



Michelle Sporle
Strategic Hub Lead

O2 Unlocking young potential and creating opportunities

New Jobs Guarantee support for young jobseekers

Over 400 professionals volunteering to support young people

The number of young people not in education, employment or training (NEET) rose to over a million in Spring 2026, prompting renewed national conversation on how best to support young people to move from education into work.

This year we have helped test new approaches to that challenge, delivering the government’s Youth Guarantee trailblazer scheme in Cambridgeshire & Peterborough and the Jobs Guarantee service in Hertfordshire & Essex. These services are trialling approaches to help young people access apprenticeships, work experience, training and employment, while informing future government policy.

We also published influential research exploring the growing NEET challenge and highlighting the need for clearer, more effective routes into employment, apprenticeships and further education.

In London, our delivery of the Central London Careers Hub for the Mayor of London and Careers & Enterprise Company is helping young people to connect with the incredible range of careers opportunities the capital offers. Where inequality restricts access, we are linking young people at over 250 schools and colleges with guidance from over 400 professional volunteers from a diverse range of businesses to negotiate the complex array of post-16 career, employment or education choices. Our delivery of this important service is driven by three key focuses: improving careers education, modernising and expanding work experience opportunities, and boosting awareness and uptake of apprenticeships and technical pathways.

This year we have been able to support delivery of hundreds of events that have brought students, their teachers, careers leaders and employers together, including our Teacher Encounters initiative that

is bringing more industry insights into classrooms. We have collected 12,000 responses from young people to our Future Skills survey, which highlighted encouraging levels of optimism and aspiration but a need to raise further awareness of T Levels and opportunities available beyond traditional academic routes. We have also expanded the range of support that we offer to SEND students, with community of practice events designed to improve SEND-inclusive pathways into employment.

We have also been proud to partner with Youth Employment UK, the national body for youth employment. They provide organisations with insight, guidance and best practice to better connect with young people and support them to reach their potential in the labour market.

Supporting careers guidance in
250
schools and colleges



Case study

A three-lane superhighway into work: our recommendations to reduce NEET rates now and in the future

This year we published a report exploring young people’s journeys from education into employment and the growing challenge of disengagement from learning or work.

Our paper, ‘A three-lane superhighway into work’, examined the three main routes young people take into adulthood: the well-established and clearly signposted university route, and the more fragmented and harder to navigate apprenticeship and direct employment routes.

Our report argues that strengthening these pathways, particularly the latter two, is essential if more young people are to successfully transition into sustained

employment and avoid becoming disengaged from learning or work.

Drawing on our experience delivering large-scale employability and skills programmes, we demonstrated how personalised support, strong employer engagement and effective in-work assistance can help people to overcome barriers and remain connected to opportunities. The report emphasises that becoming NEET is rarely due to a lack of ambition; more often it reflects a lack of clear next steps, timely intervention or support when early opportunities do not work out.

Young people facing additional challenges,

including mental health issues, neurodivergence or socio-economic disadvantage, are particularly at risk.

Our recommendations support the government’s Youth Guarantee ambition and contribute to the wider conversation about how to create a system where every young person can access opportunities that match their aspirations and potential. Ultimately, our vision is simple: all routes into work should be valued, accessible and effective, and enable every young person to thrive. We want to be part of the solution that delivers this vision.



Charlene Brookes
Head of Service Delivery

4,250 one-to-one
transition support
sessions

£10,000
entrepreneurship
grant awarded

O3 Supporting those who serve

We are now in our second year of delivering the Ministry of Defence's Career Transition Partnership (CTP), providing resettlement support to thousands of Armed Forces Service leavers who are transitioning from military to civilian life each year.

Service leavers bring a unique combination of technical expertise, transferable skills and lived experience that is critical to UK industrial and economic priorities, and it is our duty to support them to navigate the complexities of transitioning into civilian life. That's why we're calling for more employers to recognise the value of military experience and do more to hire Service leavers – read more about our 'Skills in Transition' research report below.

In total, 24,800 Service leavers have registered with the CTP since 2024. We deliver our specialist vocational training and development activities from 10 UK Resettlement Centres, as well as critical support with other key resettlement issues

including housing, financial planning, pensions and further education.

And our CTP Digital Platform, which gives registered Service leavers access to a range of great resources including CV tools, interview simulators and direct contact with their Career Consultant, has been visited more than half a million times in the last financial year.

The Employment Fairs that we run across the country are a key part of our CTP delivery. These events bring together Service leavers and employers keen to recruit from the Armed Forces talent pool. During this year, we have delivered 16 Employment Fairs across the UK with more than 4,000 Service leavers attending, giving them the opportunity to meet employers whose roles and career paths align with transferable skills developed during Service.

For Service leavers wishing to pursue the

self-employment route, we've introduced a new pathway to provide the knowledge and skills they need to explore, establish and then grow their own business. And this year we have awarded our second grant of £10,000 as part of our Forces Community Entrepreneur Fund, supporting a business venture set up by a member of the Armed Forces community.

We're proud to sponsor two Armed Forces awards this year – the Family Volunteer of the Year award at the Celebrating Forces Families Awards, and the Education, Training and Development award at the Soldiering On Armed Forces Community Awards. As a Gold Award holder of the Armed Forces Covenant, we recognise the importance of honouring the significant effort of individuals, teams or organisations working to support our Armed Forces and the wider forces community.



Case study

**Skills in Transition:
How UK Service
leavers can power
the nation's
economic future**

This year, Reed in Partnership and global labour market intelligence leader Lightcast undertook research that reveals how military-acquired skills align with the UK's most in-demand current roles and future workforce needs.

We wanted to demonstrate the true value of Service leavers' technical expertise, transferable skills and lived experiences to our country's economy, and encourage more employers to strengthen their hiring process for veteran talent.

The research draws on job posting data and official government sources to map the strong alignment between Service leaver skills and the UK's priority growth sectors,

like advanced manufacturing and digital technologies. It also includes detailed skills-mapping analysis for 12 UK regions and nations.

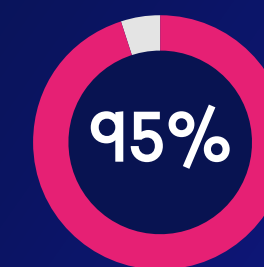
We found that Service leavers possess critical skills that UK employers are actively seeking. Leadership, problem solving, teamwork and resilience are core to military training and are key competencies sought in hundreds of thousands of job postings every year.

Military training and experience directly maps to many of the most in-demand civilian roles that are critical to UK industrial and economic priorities.

Our research found that occupations playing a key role in delivering the UK's Modern Industrial Strategy goals require a high concentration of skills acquired through military training and experience.

Our two-year projections indicate that automation, risk management, data analysis and continuous improvement process skills are set to grow rapidly. The alignment between these skills and military training means that Service leavers are equipped for future jobs.

This isn't just about job placement: with the right upskilling pathways, Service leavers transitioning into civilian-equivalent roles can progress into positions of greater responsibility, supporting our economy to grow.



**95% of Service leavers
secured employment
within six months**



Nick Hughes
Divisional Director

04 Helping people to lead healthier lives

10 years of delivering the NHS Diabetes Prevention Programme

Partnerships with Primary Care Networks and ICBs

Our communities, workplaces and families are more resilient and happier when they're healthier. Through Reed Wellbeing, we deliver personalised, community-based services that help people make sustainable healthy changes and reduce their risk of preventable disease.

More than 46,000 people used our wellbeing services this year. We also celebrated 10 years of delivering the NHS Diabetes Prevention Programme, through which we have now supported more than 242,000 people to reduce their risk of developing Type 2 diabetes.

This year alone, our participants collectively lost 69,920kg in weight as part of a sustainable journey to improved health. We are also supporting record numbers of people with Type 2 diabetes on the NHS's Path to Remission programme. One in three people who complete the programme put their diabetes into remission and achieve average weight loss of nearly 16 kg.

Our programmes combine behaviour change theory, clinical research and data analysis, including the COM-B Behaviour Change Framework and NICE guidance. This evidence-based approach supports the government's growing emphasis on prevention and earlier intervention set out in the NHS 10 Year Plan.

This year saw the government's Tobacco and Vapes Act receive Royal Assent, aiming to create the UK's first smoke-free generation. However, 5.3 million existing smokers in the UK still need support to quit. Our place-based interventions are delivered for a range of local authorities across England and we continue to consistently out-perform national averages for smoking cessation success.

We are also helping local authorities to reduce alcohol consumption among residents. Our Drink Less support equips drinkers with practical strategies and coaching to reduce their alcohol

consumption and reduce their cardiovascular risk. The service exemplifies the preventative, patient-centred and community-delivered ambitions for a neighbourhood health service model, outlined in the NHS 10 Year Plan.

We have also been supporting NHS ambitions to move from analogue to digital health interventions, including through our digital My Wellbeing Hub which was launched in April. The Hub offers webapp access to a Be Tobacco Free module that is delivered through virtual coach sessions with live coach support available to provide Nicotine Replacement Therapy products.

By combining personalised coaching, community-based delivery and digital solutions, we are helping thousands of people each year live healthier lives while supporting the wider ambition of creating a more preventative, accessible and sustainable healthcare system.



69,920_{kg}
combined weight loss this year

Case study

Marking a decade of effective diabetes prevention and NHS support

This year, we celebrated a decade of delivering the NHS Diabetes Prevention Programme, known as Healthier You.

With an estimated 6.3 million people in the UK living with prediabetes, timely intervention is critical. Left untreated, prediabetes can progress to Type 2 diabetes, a serious but largely preventable condition that places significant demands on health services. Diabetes care accounts for almost 6% of the NHS annual budget, underlining the importance of effective prevention and early support.

Over the last 10 years, we have delivered Healthier You from a growing network of locations across urban, suburban and rural communities, adapting our delivery

models to meet local needs while maintaining a consistent focus on helping people make sustainable lifestyle changes. Through partnerships with Primary Care Networks, Integrated Care Boards, local authorities and community organisations, we have worked to ensure support reaches those most at risk.

Since the programme began, we have supported more than 242,000 people across 10 areas of England to reduce their risk of developing Type 2 diabetes through evidence-based interventions focused on healthy eating, physical activity and behaviour change.

A key strength of the programme has been our ability to combine national scale with local responsiveness. We have continually adapted our approach in response to changing population needs, evolving evidence and healthcare priorities, including maintaining service continuity and introducing digital and hybrid delivery options.

We have also strengthened our focus on tackling health inequalities, recognising that people are often not hard to reach, but that services can be hard to access.

By working with participants, clinical experts and specialist organisations, we have developed more inclusive and accessible support for priority groups, helping more people benefit from diabetes prevention services.

Ten years on, our delivery of Healthier You demonstrates the impact of preventative healthcare, combining personalised support, innovation and partnership working to help people live healthier lives and reduce the risk of developing long-term conditions.

242,000
people supported across 10 areas of England to reduce their risk of developing Type 2 diabetes



Nic Taylor
Programme Director

O5 Conducting millions of high-stakes assessments

4,700 testing fraud incidents detected and acted on

2.4m annual Driving Theory Tests conducted

Our Reed Assessment Test Centre Network covers two thirds of the UK and runs the largest continuous computer-based testing programme in the world.

Last year our network conducted over 2.4m compliant and fair Driving Theory Tests for the Driver and Vehicle Standards Agency (DVSA). This includes both the theory and hazard perception tests. In collaboration with DVSA, we help candidates transform their lives by supporting them on their learning-to-drive journey and maintain road safety, reduce road traffic accidents and minimise fatalities across the UK.

We know how important confidence in the assessment process is for Awarding Bodies, for candidates taking part and for the public who place their faith in the accreditation of others. Our facilitation of these high-stakes exams requires the highest standards of security, quality assurance, customer service and an ability to flex our model to meet demand.

This year our 135 Test Centres provided widespread access in both high footfall city and town centres, as well as temporary and flexible facilities for remote areas of the country – with six-days-a-week availability in many areas. We maintained an average booking-to-test time of 23.4 days, against the DVSA's 28-day target, with success in using our data-led capacity forecasting to add 122,775 additional short-notice test slots to meet rising regional demand. This included investing in dual-lab delivery in places such as Leeds and Leicester to reduce test waiting times.

We maintained the highest levels of security and compliance in our testing while managing this increased demand, with more than 4,700 fraud incidents now detected in partnership with DVSA, including 2,332 cases of impersonation or fraudulent ID. Nearly 150 people have now been arrested thanks to our team's diligence.

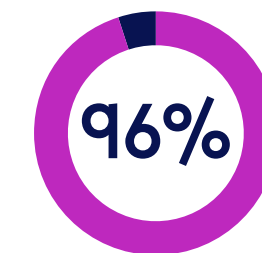
We have further developed our approach this year with the rollout of advanced Bluetooth detection capabilities and the upgrade of our CCTV system across the Test Centre Network.

Excellent candidate experience remains a critical priority for us. We achieved a 96% customer satisfaction rating from those using our facilities and we re-secured our Customer Service Excellence standard. Our candidate experience approach is enhanced by our commitment to accessibility and equality of opportunity to pass, with more than 80,000 candidates provided with standard and non-standard testing requirements, such as extra time, on-site interpreters, separate quiet rooms and adjustable height facilities or bespoke technology.

Alongside DVSA Driving Theory Tests, Reed Assessment also delivers the Department for Work and Pensions Access to Work service.

Our expert Assessors conduct workplace assessments with individuals who have physical or mental health conditions or disabilities.

Based on these assessments, our Assessors make informed recommendations about the additional support the individual may require to sustain employment. We have conducted more than 13,000 of these assessments over the last financial year.



customer satisfaction rating



Case study

Accessible tests for all: Deaf awareness training in our Test Centres

The DVSA Driving Theory Test is a rite of passage for every learner driver. Because the test is universal it must be accessible for everyone – not a single test candidate should be disadvantaged by virtue of their sensory, physical or cognitive abilities. Everyone should have equal opportunity to pass and move forward with their driving development.

We were proud to present at this year's e-Assessment Association Conference on the work that we have done to enhance the equity of test experience for people with hearing difficulties. This has also been reflected by DVSA's own launch of the UK government's first British Sign Language (BSL) online translation service for

candidates booking their Driving Theory Test online.

Around 10% of the more than two million Driving Theory Tests we deliver each year require some kind of non-standard testing accommodation for an accessibility need. This includes on average 350 candidates with hearing difficulties. When we looked at some of our available data, we were concerned to see that the likely pass rate of a candidate with a hearing impairment was 22%, compared to the average test pass rate of 50%. This represents a significant attainment gap, with the unique disadvantages of hearing loss or deafness, particularly since birth, not being mitigated by service design.

For example, people born deaf can experience incidental language acquisition, which can lead to difficulties understanding written and visual communication.

In response, we worked with SignCore on a complete end-to-end review of our service design. This improved our understanding of the additional cognitive load experienced by candidates with hearing difficulties. Alongside language barriers, we found that some deaf candidates were having to devote additional attention to practical cues within the Test Centre, including where to go and when to begin their test, making it harder to focus solely on their assessment.

We therefore developed a training package for our Test Centre Associates that improves their preparedness for interactions with deaf candidates. This included basic BSL and clearer non-verbal instructions for each stage of the testing journey, from arrival at the Test Centre through to collection of results. Our staff have reported improved confidence in their ability to support candidates with hearing impairments and a positive response to being able to develop new skills. And we are currently reviewing candidate feedback with DVSA to support wider best practice sharing for the assessment sector.



of the Driving Theory Tests we deliver each year require non-standard testing for an accessibility need



Shirley Allen
Operations Director

**Awarded a place on
the GCA's RM6295
Outsourced Services
framework**



06 Handling thousands of important contacts

Our in-house Contact Centre helps us to ensure our participants receive timely and accurate guidance through a managed triage and customer engagement service. We deliver a modern, omnichannel approach that is designed around the human journey, ensuring every interaction feels personal and connected.

Our team of trained Contact Centre advisers handled over 240,000 inbound and outbound calls in the last year, ensuring that every individual speaking to us about our services received professional, timely and personalised support.

This included referral into our health and wellbeing services, where confidential and supportive advice and guidance is provided to ensure suitable uptake of our offer. We also arranged thousands of triaged calls with Jobcentre Plus for jobseekers being referred to our employability support.

We hold a 3-star accreditation from the Contact Centre Management Association, recognising the team's commitment to quality and service. Recently, we have been developing a series of innovations, including the use of conversational AI, to help us further optimise our customer experience and deliver faster outcomes.

By combining automation with human support, we improve conversion from referral to service attendance, reduce waiting times and ensure more people can access our services more quickly.

We were pleased to have secured a place on the Government Commercial Agency RM6295 Outsourced Services framework this year, enabling us to support government departments further with access to transformational citizen experience and business process solutions.

240,000

inbound and outbound calls this year



Case study

**From call to care:
Addressing core
government health
priorities through
Contact Centre
excellence**

This year, we published a report that examined how targeted digital innovation within our Contact Centre is helping us to support key NHS priorities to reduce waiting lists, expand access to high-quality care and ensure health services operate with greater efficiency and agility. Crucially, human connection remains at the centre of our digital strategy: technology is used to enhance, not replace, empathetic and personalised interactions.

Evidence from our delivery of the NHS Diabetes Prevention Programme shows how our use of a proactive AI agent in our Contact Centre has transformed the participant journey on this service, allowing people who have

been assessed as at high risk of Type 2 diabetes by their GP to quickly and simply access this critical support.

It works by automating initial contact via SMS or email once our Contact Centre receives a GP referral – which happens more than 300 times each day. This enables us to quickly share information with the patient about their local service options. Through our proactive AI agent, participants also receive session reminders, venue confirmation and get to know their Health Coach.

After GP referral, participants undergo an initial assessment by us before they are booked onto their local programme.

**Since we began using the
proactive AI agent:**

- The waiting time between referral and initial assessment reduced by almost half, from 13 to just seven days
- The time it took from referral to being booked onto a local programme was reduced by 21 days to 12 days
- There was an overall reduction in time from referral to programme attendance of eight days

This approach, which always offers the option to quickly and easily speak directly to a Contact Centre team member, is enabling people to access potentially life-changing support within 30 days of GP referral.

As well as reducing waiting times, our approach has improved access by increasing the proportion of people referred to the service by their GP taking up the offer of an initial assessment, the first step in their diabetes prevention journey.

The proactive AI agent has also helped us to increase efficiency within our Contact Centre, reflecting national ambitions to deliver better value for taxpayers and ensure resources are used to generate positive health outcomes.



Will Hall
Programme Director

Key partnerships to support community integration

Improving work opportunities for people with criminal convictions

07 Breaking the cycle of reoffending

We continue to deliver specialist services that help people with criminal convictions and offending backgrounds to successfully reintegrate into their communities.

Employment plays a vital role in reducing reoffending. Working in partnership with the UK government, employers and community organisations, we provide tailored support that helps people overcome barriers, develop new skills and move closer to sustainable employment.

Through dedicated community-based services, like our delivery of the Ministry of Justice’s Creating Future Opportunities (CFO) Evolution service in London, and the integration of specialist support within our wider employability programmes, we work with people throughout their rehabilitation journey – starting in custody, through the gate and out into society.

CFO Evolution provided support to over 2,700 people moving through the criminal

justice system in London last year. A total of 9,056 dedicated rehabilitation and training activities were offered in our community spaces.

These included Careers Fairs, a construction programme placement scheme at the Earls Court Skills Centre, in partnership with Probation, and barista training courses with Redemption Roasters. Through our approach, people using the service made significant progress in education, training and employment, achieving outcomes that enhanced their independence, skills and future prospects. Our Careers Fairs have been described by CFO as “setting the gold standard.”

This year, we also published research exploring employer attitudes towards recruiting people with criminal convictions, highlighting both the barriers that remain and the opportunities for employers to benefit from a resilient and often overlooked talent pool.

Our findings reinforced the important role that inclusive recruitment can play in reducing reoffending and creating safer communities.

By supporting people to move forward positively and helping employers embrace more inclusive hiring practices, we contribute to national priorities around rehabilitation, workforce participation and social inclusion, creating lasting benefits for individuals, employers and communities alike.



9,056
rehabilitation and training activities

Case study

Understanding and improving employer attitudes to employing people with criminal convictions

This year, we published research exploring employer attitudes towards employing people with criminal convictions, examining how perceptions have changed over the last decade and identifying practical steps employers can take to build more inclusive workforces. Based on a survey of 1,045 UK employers, the report highlights the barriers that continue to prevent many people from accessing employment despite the well-established link between work and reduced reoffending.

Our findings revealed that one in five employers (20%) would automatically reject a candidate who disclosed a criminal conviction.

Employers in 2025 were less likely to consider recruiting people with criminal convictions than employers surveyed in 2013, highlighting a concerning increase in caution and risk aversion.

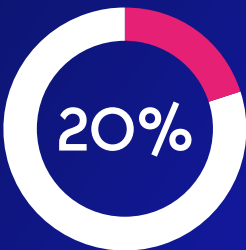
These attitudes stand in stark contrast to the experiences of employers who have hired people with criminal convictions. Many reported that these employees demonstrated the same or higher levels of commitment, resilience and trustworthiness as colleagues without convictions, highlighting the value of a talent pool that is often overlooked.

The research draws on our extensive experience supporting people to rebuild their lives through employment. Through our delivery of the CFO Evolution and our wider employment support services, we help thousands of people each year progress towards education, training and work. With a national employer network of more than 30,000 organisations, we see first-hand the transformative impact that meaningful employment can have for individuals, families and communities.

Our report recommends that employers develop clear policies on recruiting people with criminal convictions, provide practical

guidance for hiring managers and create workplace cultures where ongoing support and inclusion are embedded at every level.

Ultimately, employers have a critical role to play in reducing reoffending, addressing labour shortages and creating safer, more resilient communities. By opening doors to people with criminal convictions, organisations can not only strengthen their workforce but also provide life-changing opportunities for those seeking a second chance.



20%
of employers would automatically reject a candidate who disclosed a criminal conviction



Nick Morgan
Deputy Operations Director

4,000 Money
Guiders on our
England network

2,149 budgeting and
debt counselling
appointments

08 Offering expert advice to help people navigate complex situations

We continue to deliver advice and guidance services that help people make informed decisions when facing complex situations.

Reed Financial Inclusion is our FCA-accredited debt support that helps participants using Reed in Partnership's range of services – particularly our support for unemployed jobseekers – where it is identified that expert financial advice could help improve their personal circumstances. Our trained Debt Advisers provided 2,149 appointments over the last 12 months, with support to negotiate with creditors, development of a Standard Financial Statement and budgeting and debt counselling, linking with Citizens Advice and local authorities where necessary.

This year we were proud to launch the Money Guiders England Community Network with the Money and Pensions Service. This is a growing community of over 4,000 people who are passionate about strengthening money guidance

and improving financial wellbeing across England. Cost of living pressures in recent years have made conversations about money more important than ever.

The network is designed to support anyone who talks to people about money in a professional or voluntary capacity, such as health and social care practitioners, housing officers, welfare advisers and student support officers. Over the last 12 months we have grown the network and delivered more than 50 Money Guiders advice events, forums and online learning sessions for over 2,500 practitioners.

Last year our team also supported over 23,500 people who had been granted leave to remain in the UK by the asylum system. This support is critical in providing migrants with independent advice so that they can begin to establish a life and integrate into their new country.

We contacted each person to provide

guidance at a series of points following their asylum decision. We cover housing and welfare, national insurance registration and signposting to local support services for employment and health requirements.

We are proud of the contribution our advice services also make to wider public service objectives. By helping people resolve issues before they escalate, we reduced barriers to opportunity, eased pressure on statutory services and supported better long-term outcomes for individuals, families and communities.

23,500

migrants advised on UK integration



Case study

Taking professional and
voluntary help further
with the Money Guiders
England Community
Network

The Money Guiders England Community Network is a free programme designed to help individuals and organisations develop the skills and confidence to have effective conversations about money with people that use their services. It is commissioned by the Money and Pensions Service and newly delivered by Reed in Partnership.

One of 4,000 members, Amanda shared how the Money Guiders England Network has supported her development as a Financial Coach:

"I was introduced to Money Guiders by the company who did my financial coaching training.

"I attended my first event, and afterwards I thought - this is amazing. The network is like a Pandora's box; everything's out there that can support the help I give."

The first webinar Amanda attended on financial abuse was particularly impactful and helped her understanding of issues that affect the people who she supports.

"Unless you've been through these situations yourself, it's difficult to appreciate what some people are going through. That event really opened my eyes to how to spot the signals.

"To me, that's invaluable. It's things I

wouldn't necessarily come across, and now I know that support is out there and being able to signpost is excellent."

Gemma, motivated to improve both her knowledge and confidence, completed the Money Guiders Foundation course and tier 3 courses.

"I hoped I'd teach myself something, and I did. It meant that I grew more confident, and I learned so much more about money than ever before. So it wasn't just for my job, it helped me personally as well."

For Amanda, Gemma and other members of the network, Money Guiders has been

much more than a professional development programme. It has improved their own financial confidence, strengthened their ability to support customers, and connected them with a community of people committed to helping others make informed financial decisions.



Tom Hoines
Divisional Director

09 Energising the UK's journey to net zero

764 tonnes of estimated annual carbon savings in Suffolk identified

£236k of estimated annual energy bill savings identified

Reed Environment was launched in July 2023 to address the UK's shortage of skilled workers required to achieve net zero commitments.

The UK remains legally required to achieve net zero by 2050 and the government's recent policy developments outline a further commitment to deliver a clean energy power system by 2030. Much of the debate about environmental issues has moved from target setting to delivery of the practical policies and investments needed to achieve them, with growing scrutiny over whether implementation is happening quickly and cost-effectively enough. While the UK has successfully met its first three legally binding carbon budgets, the Climate Change Committee continues to warn that delivery needs to accelerate, particularly in buildings, transport and wider electrification.

This year Reed Environment has delivered further local and combined authority-funded training opportunities to upskill plumbers and gas engineers with green energy accreditations, including for installation and maintenance of heat pumps and solar PV and battery storage installation. We have also supported Suffolk County Council to help residents to look at retrofit solutions for improving the energy efficiency of their homes.



We have also worked with our partner Oxford Energy Academies to support greater uptake of energy skills apprenticeships. Apprentices training at OEA qualify six months quicker than through further education colleges and experience higher pass rates. Our two modern and fully-equipped academies are empowering the next generation of this critical workforce, enabling them to develop rewarding, long-term careers.



2050
target for UK Net Zero



Deliver clean energy by
2030



Increasing skills
across the green skills and energy workforce

Case study

Warmth that doesn't cost the earth: Improving energy efficiency in Suffolk

This year we concluded 18 months of delivery for Suffolk County Council, delivering their Energy Efficient Assessment Voucher Scheme that has enabled hundreds of homeowners to improve the environmental and financial performance of their property. Legally-binding targets for net zero can only be achieved with decarbonisation happening in every place across the country and improving the quality of the UK's housing stock is one critical component for success.

In Suffolk we provided retrofit assessment vouchers to homeowners whose property had an EPC rating of below C. The voucher entitled them to an assessment from a PAS 2035 Retrofit Assessor, delivered through our partners Retrofit Coordinators.

Each assessment produced a report that identified measures that could be deployed to improve their home's energy use, such as improved draught-proofing or insulation, optimising ventilation and switching to low-carbon energy systems. Implementing the recommended measures – for which the council made interest-free loans available – would reduce energy costs and carbon emissions.

Through coordinated outreach with our local network of partners and targeted marketing activity, we generated thousands of enquiries into the scheme and achieved our target for completed assessments.

The scheme was about more than producing reports. Residents were

supported to understand their options, identify appropriate funding routes and navigate a rapidly changing retrofit landscape. The programme also promoted access to interest-free finance and signposted eligible households towards grant-funded support, helping more residents turn recommendations into completed improvements.

Working alongside local authorities, community organisations and sustainability groups, the programme generated thousands of enquiries and successfully achieved its target for completed assessments. Partnerships played a crucial role in reaching residents, building trust and helping households take their first steps towards improving their homes.

The long-term impact of the scheme is now becoming clear. Evidence gathered from participating households indicates that the assessments and associated support could contribute to approximately **£4.8 million of domestic energy efficiency investment**, resulting in **699 recorded improvement measures, 764 tonnes of estimated annual carbon savings and over £236,000 of estimated annual energy bill savings each year**, if all proposed works are carried out.

The strongest outcomes were delivered through a combination of technologies. Air source heat pumps generated the largest carbon reductions, while solar PV and battery storage delivered the greatest household bill savings. At the same time, insulation and heating control

measures provided cost-effective improvements that enhanced comfort and reduced energy demand across a wide range of property types.

Perhaps the most important lesson from the programme is that homeowners value independent, trusted advice. Many residents were unsure where to start, what measures would be most effective, or what funding might be available. By providing expert guidance and helping people navigate available support, the scheme has shown how local retrofit programmes can play a vital role in accelerating decarbonisation while improving the comfort, affordability and resilience of homes across Suffolk.



Elise Smith
Social Value Manager

10 Social value

£100m

total social value
generated

Creating social value is central to how we deliver our mission to transform people and their communities.

We are committed to creating wider social impact in the communities where we operate, strengthening local organisations, supporting economic opportunity and contributing to a more inclusive society.

Our approach is guided by three simple questions: are we thinking local, are we collaborating effectively and are we able to measure our impact? By focusing on these priorities, we can maximise the lasting value created through our services.

Since 2022, our activities have generated over £100 million in social value. This included supporting local and voluntary sector organisations through our supply chain, investing in skills and workforce development, promoting employee volunteering and creating opportunities for people who may otherwise face barriers to employment and progression.

We continue to work closely with small and medium-sized enterprises, with 32% of our supply chain spend directed to VCSE and SME organisations, helping to strengthen local economies and build community capacity. In the last 12 months,

we have delivered 13 free masterclasses to our network of employers, suppliers and partners. We have supported 72 different organisations across the private, public and VCSE sectors.

Our people play a key role in delivering social value. During the year, co-members surpassed 2,300 hours of charitable volunteering, delivered 3,600 hours of mentoring and training, and supported workplace wellbeing through initiatives including wellbeing classes and the training of Mental Health First Aiders.

We remain committed to creating opportunities for the next generation and promoting social mobility. This year, 45 co-members enrolled onto an apprenticeship, we provided 21 work experience placements for young people, gifted our Apprenticeship Levy to the Forces Employment Charity and awarded £31,000 in entrepreneurial grants to help individuals develop new business opportunities.

These activities demonstrate how we create value not only through the services we deliver, but through the investments, partnerships and opportunities that help communities to thrive.

2,300

hours of charitable volunteering

£31,000

in entrepreneurial grants

Case study

Entrepreneur Fund winner energises Isle of Mull SME

As part of our commitment to supporting the UK Armed Forces community, Reed in Partnership launched the Forces Community Entrepreneur Fund in partnership with X-Forces Enterprise, the leading provider of business support within the Armed Forces community.

The fund provides a £10,000 grant to help veterans and other Armed Forces community members start or grow their own businesses, creating opportunities for long-term financial independence and community impact.

The winner this year was **Rick Snowling**. After leaving the Armed Forces, Rick retrained through the Career Transition Partnership, completing a Level 3 Electrotechnical Installation, Testing and Inspection course. He gained hands-on experience working for three electrical companies and this year launched his own business: Mull Electrical Solutions.

Based on the Isle of Mull off Scotland's west coast, Rick's business offers year-

round electrical services tailored to the island's unique logistical challenges.

Rick applied to the Forces Community Entrepreneur Fund in the hope that he could use the grant to gain qualifications in the installation and maintenance of solar and battery storage systems, enabling him to expand into the renewable energy sector. This will help local communities reduce energy costs and reliance on fossil fuels. The fund will also support the purchase of a new, reliable van - essential for navigating Mull's remote terrain.

"We're honoured to have received this grant, which will allow us to invest in a dedicated van and expand into green energy solutions. This support not only strengthens Mull Electrical Solutions but also helps us play our part in the island's move toward sustainable energy. We're truly grateful for the support, and for our family it's a real boost as we build something lasting here on Mull."





James Reed
Chairman

Remembering Sir Alec Reed

It was with great sadness that I shared the news that Sir Alec Reed, our company's founder and my beloved father, died in December 2025 surrounded by his loving family. He left this life peacefully at home. He was 91.

In his final days, he told me he felt lucky, that he had a good life and was ready to go.

Alec Reed was larger than life. We lived together, worked together and shared the wonderful Reed journey for over 30 years. He was my boss, mentor, teacher but above all, my Dad. His passing leaves a huge void. I will miss him terribly.

Sir Alec brought energy, ideas and humour to everything he did, founding companies, charities and schools, while always making time for family. Married to my mother Adrienne for 64 years, he was a devoted husband, father, grandfather and great-grandfather.

Beyond business, he was a farmer, teacher, horse lover, enthusiastic tennis player, an accomplished painter and bridge player. Despite leaving school at 16, he earned three doctorates, became a professor three times, and was knighted in 2011 for services to business and charity. He famously said: "Without business there would be no charity, and without charity what's the point of business?"

Alec Reed opened the first Reed Employment office in Hounslow in 1960 with just £75. For 65 years, he worked tirelessly for the company he loved, always curious and never satisfied, always seeking new ideas. His vision lives on through our mission to improve lives through work and through the charities he founded.

Reflecting on Alec Reed's decision to open that first office of Reed Employment back in 1960, it is remarkable how many lives have been affected as a consequence, whether that is people who have worked in the company, people who have been served by the company and indeed people who have met their life partners through the company and gone on to make families of their own (in case you may be wondering, we don't charge introduction fees for this!). It's fun to think that there are now lots of people out there who would not have been born if Alec Reed hadn't opened his doors that Saturday in May.

I will miss his calls, his ideas, his wit and his laugh. I feel lucky to have known this remarkable man and luckiest of all to have called him Dad.



Sir Alec Reed CBE

1934 - 2025

