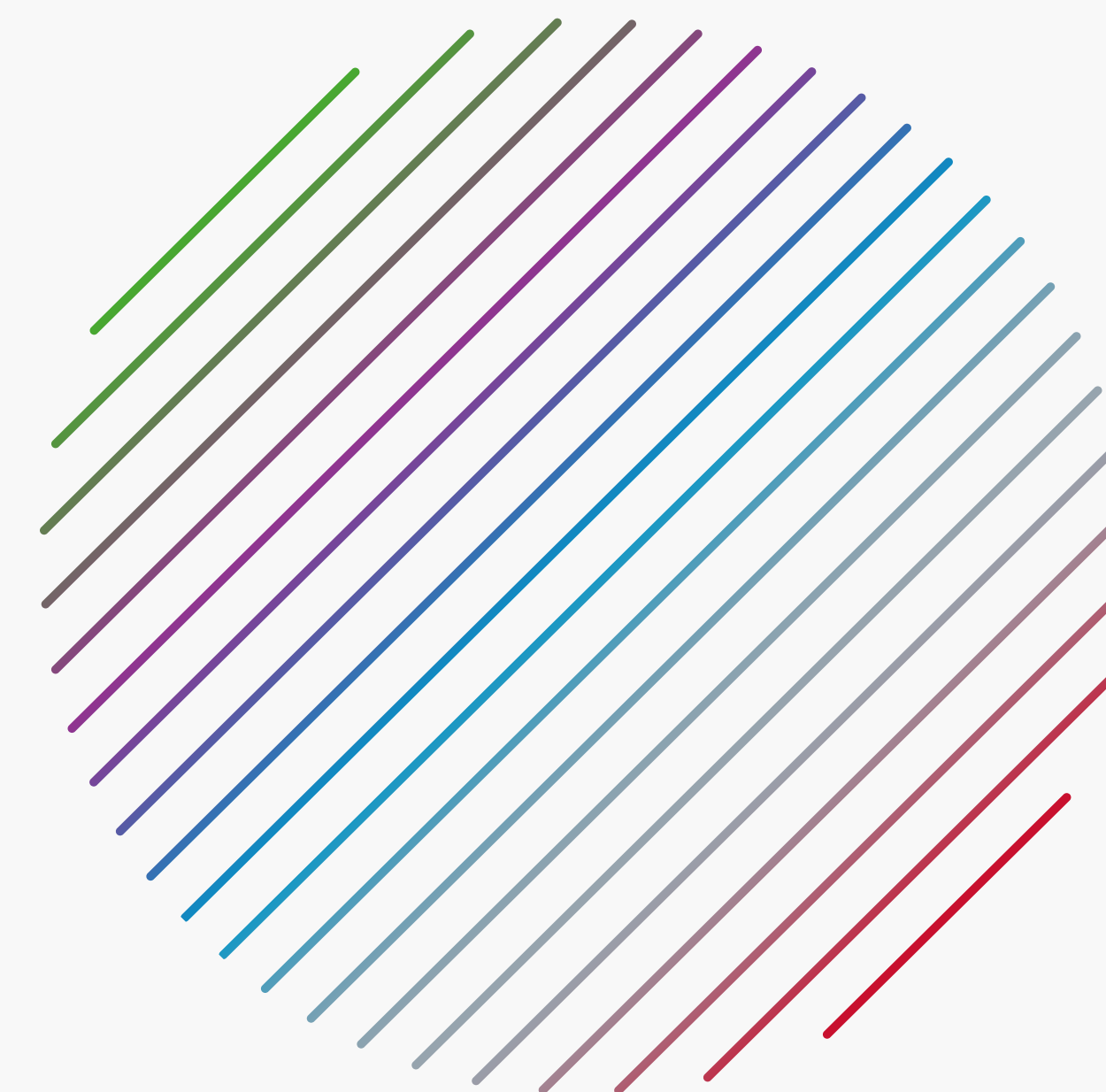




# Gender Pay Report



2020





# Foreword

At Restore we are committed to becoming a great place to work that is inclusive, safe and people can reach their true potential while we deliver for our customers. We value the contribution that all our colleagues make to the success of our business and aim to have a company that recognises the diverse, multi-cultural society in which we live.



To achieve the potential of the business we know that our team are central to this goal. Therefore having an engaged, capable and diverse workforce that feels valued and is committed to the Company's goals is paramount. We understand that key to this is establishing a culture where our people feel proud to work for us and that they are all valued for their personal contribution regardless of role.

To support equality we must have fair pay. Restore Plc are committed to paying colleagues equally and fairly for the job that they hold. Gender Pay Gap reporting gives our business the impetus to look hard at how well we are achieving our objective.

## Statutory Declaration

I confirm that our data is accurate and has been calculated according to the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Charles Bligh, Chief Executive Officer, Restore Plc





# About us

Restore is the UK's leading provider of integrated information and data management, technology recycling and commercial relocation services. Providing physical and virtual data storage, digitisation and automation of data, secure data erasure and destruction, relocation and IT recycling services, our mission is to be the most trusted and environmentally responsible provider to the private and public sector.

**2020 Data:** Our report combines data from our legal entities across the UK. This includes across five entities: Restore Plc, Restore DataShred Limited, Restore Digital Limited, Restore Technology Limited and Harrow Green Limited of which 23% are women. Whilst our Restore Technology business did not have 250 employees at the reference point for this report, we have included the data from this entity in our consolidated report.

Like many companies in the data management and technology industries, Restore has more men than women at all levels of the organisation. This is a common trend in our sector due to the hard physical nature of the roles.

We aim to ensure our workforce is representative of society and that employees feel respected and able to give their best, but we know that we have more to do to address the gender balance across the organisation.







# What is the gender pay gap?

**The Gender Pay Gap is a measure of the difference between the average pay of males and females in the Company, regardless of the jobs that they do and the role that they play.**

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Gender pay reporting does not look at 'like for like' role comparisons, so, like the majority of Companies, there is a difference in rates of pay for different jobs and different numbers of men and women work in each type of job; this is what creates a gender pay gap.

It is important to remember that a gender pay gap is not the same as an equal pay gap. An equal pay gap is where a man and a woman are paid differently for doing the same or similar jobs and there are laws to prevent this from happening.





# Why report gender pay?

Gender Pay Reporting legislation came into force in April 2017. It requires employers with 250 or more employees to report annually on six key measures:

**Mean gender pay gap**

difference between average hourly earnings of men and women.

**Median gender pay gap**

difference between the midpoints in the ranges of hourly earnings of men and women, lines up all salaries in that sample in order from lowest to highest and pick the middle point.

**Quartile Pay Bands**

the proportions of males and females in the lower, lower middle, upper middle and upper pay ranges.

**Mean bonus gap**

as above, but looking at average bonuses paid rather than salary. (Bonuses are defined as payments that are not basic pay, but relate to performance, so will include commissions, performance bonus, productivity bonus etc.)

**Median bonus gap**

as above but for bonuses rather than salary.

**Bonus proportions**

percentage of men and women receiving a bonus.

The purpose of this legislation is to put a spotlight on gender pay. It aims to encourage larger employers to put solutions in place to reduce the gap, whilst acknowledging the strategic importance of gender balance and equality for ongoing organisational success

# Our gender pay gap results

It is should be noted that the data used in this report is different to our normal reporting data due to the high proportion of workers that we on furlough and therefore not receiving “full pay” on the relevant snapshot date.

## Mean Pay Gap

This calculation compares the average pay rate of men and women at Restore.

### How it is calculated:

We add up the pay of all of the men and divide it by the total number of men. We then do the same for all of the women. The Mean pay gap is the difference between these two numbers.

Our mean pay gap is: **-9.2%**

## Median Pay Gap

This calculation compares the middle pay of males with the middle pay of females.

Our median pay gap is: **-38.9%**

Both our Mean and the Median pay gap favour females. This reflects the predominance of men in our hourly paid frontline operational job roles and higher proportion of women in our salary based sales, managerial and administrative job roles.

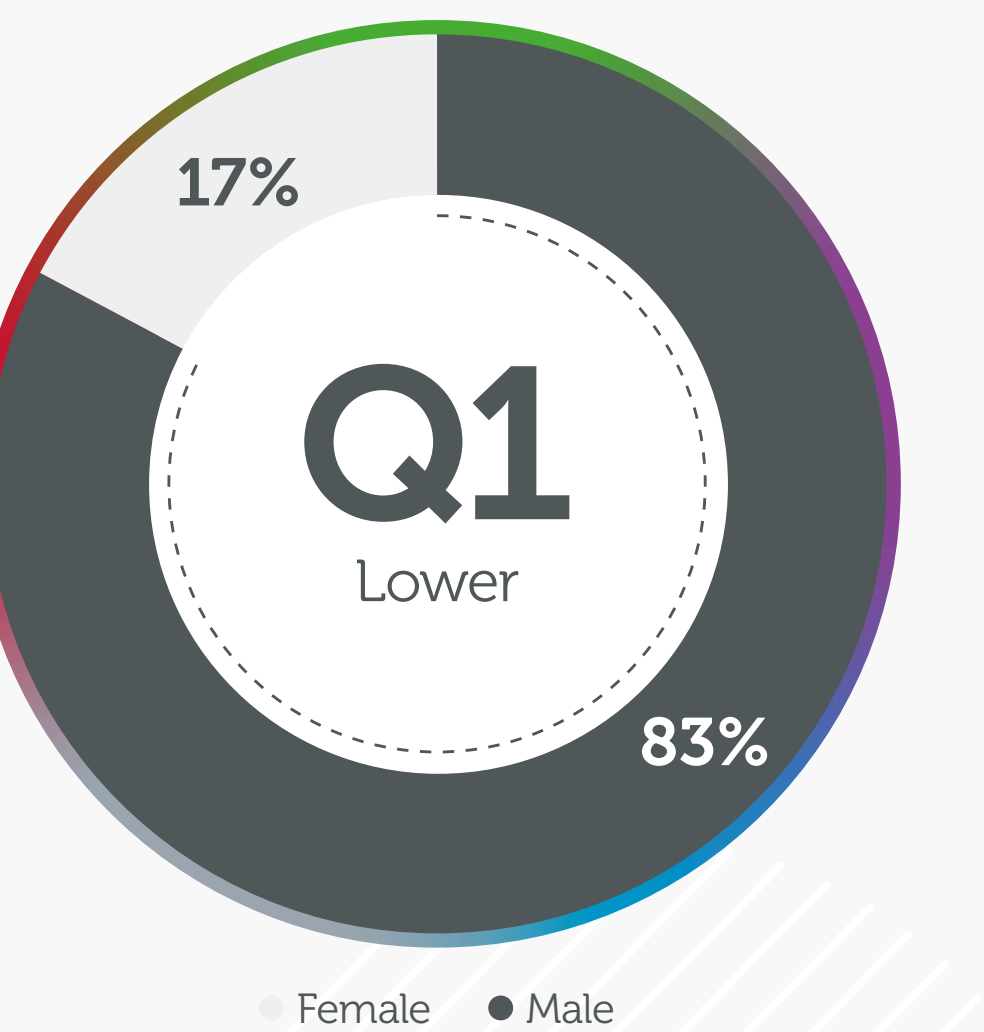
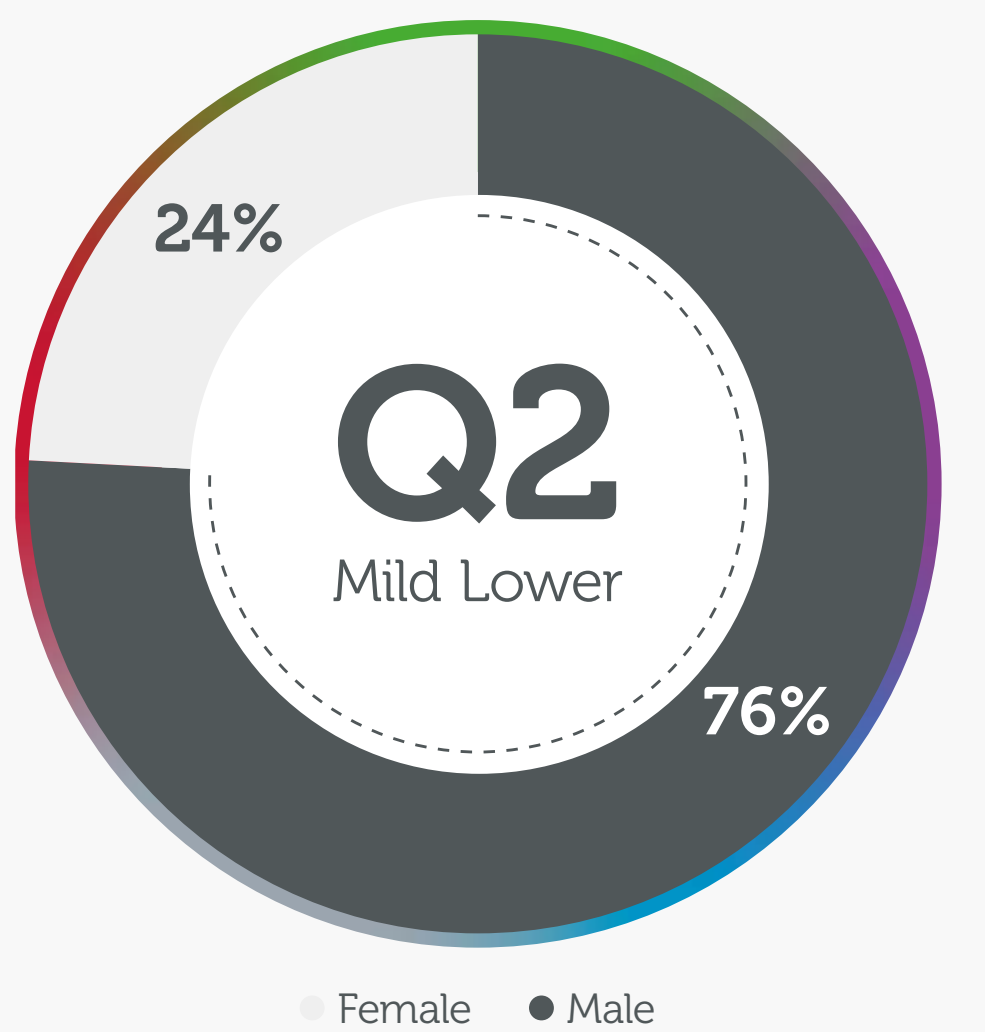
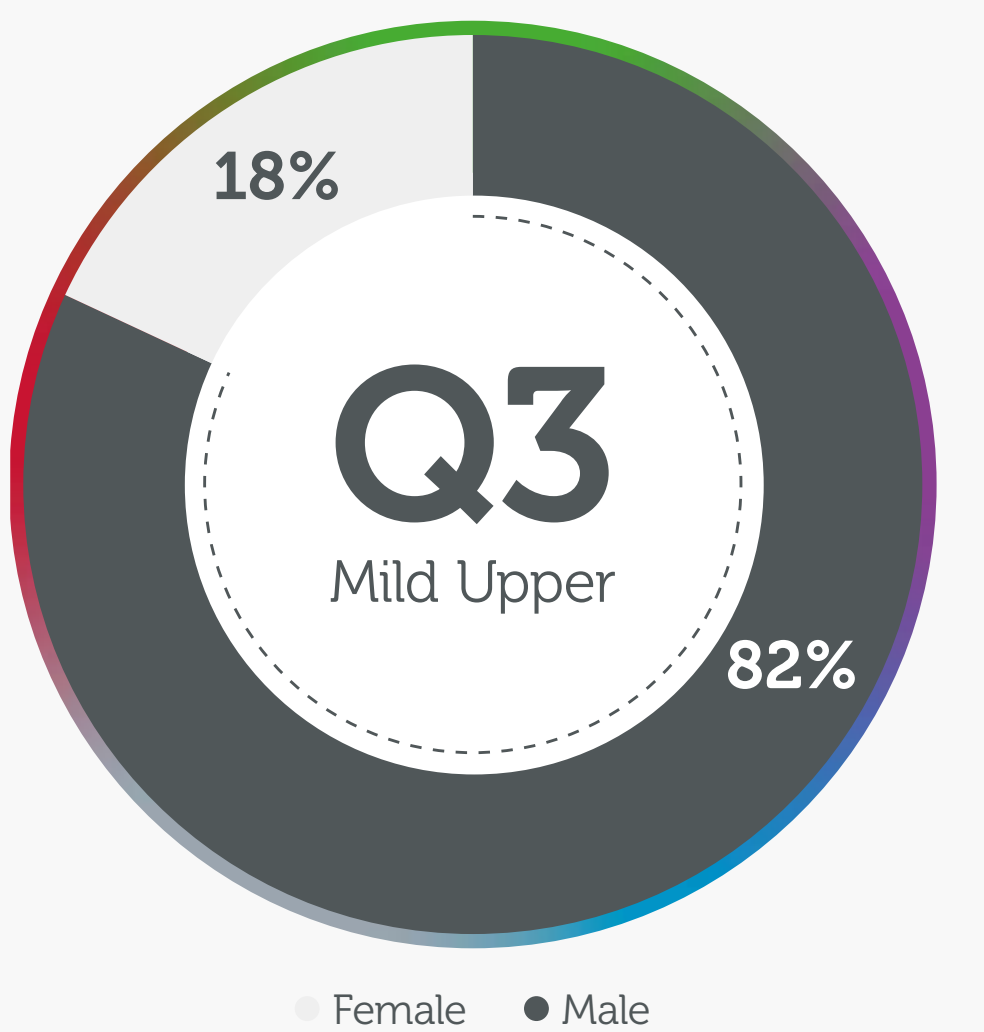
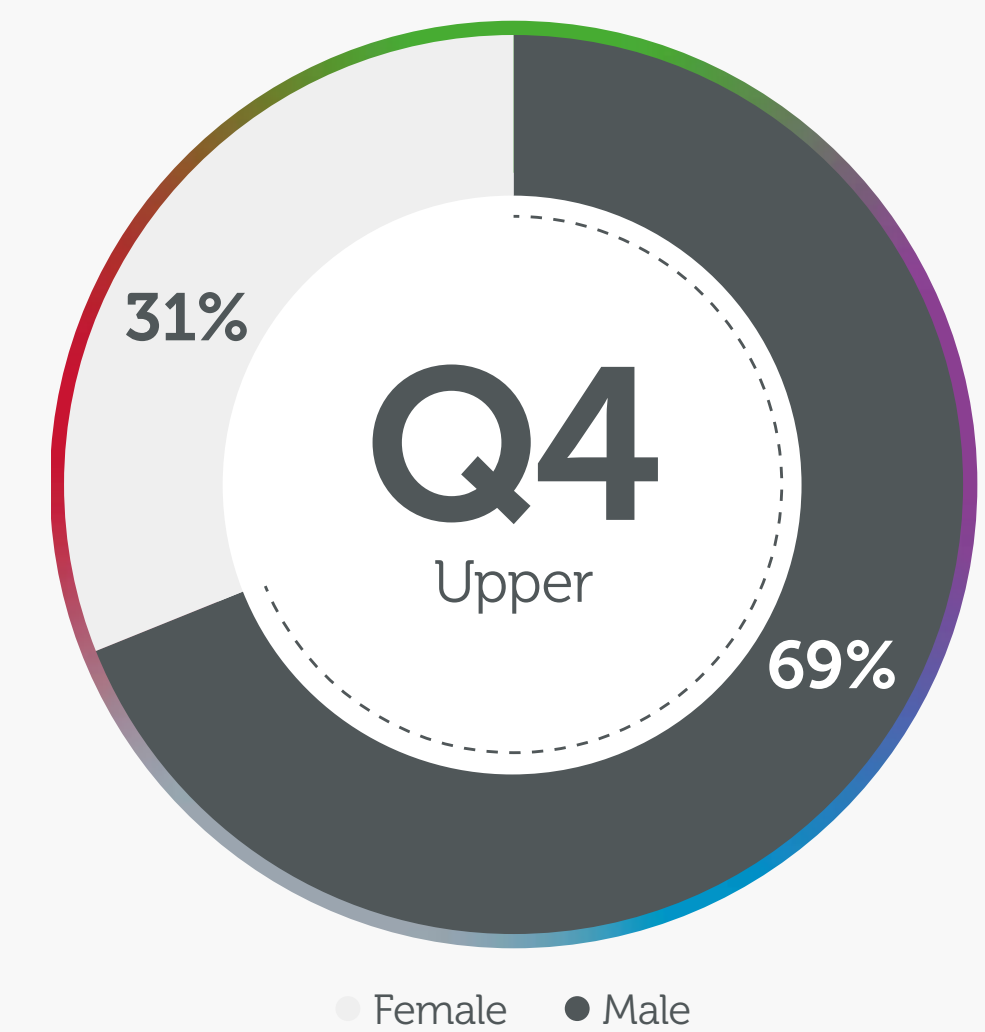


# Pay Quartiles

Pay quartiles are calculated by listing all employees from the highest to the lowest paid and splitting them into four Equal Groups.

Once we have done this, we look at the number of males and females in each group.

Our results show there are more males than females in each pay quartile, although there are significantly more females in the upper quartile than in any other quartile.





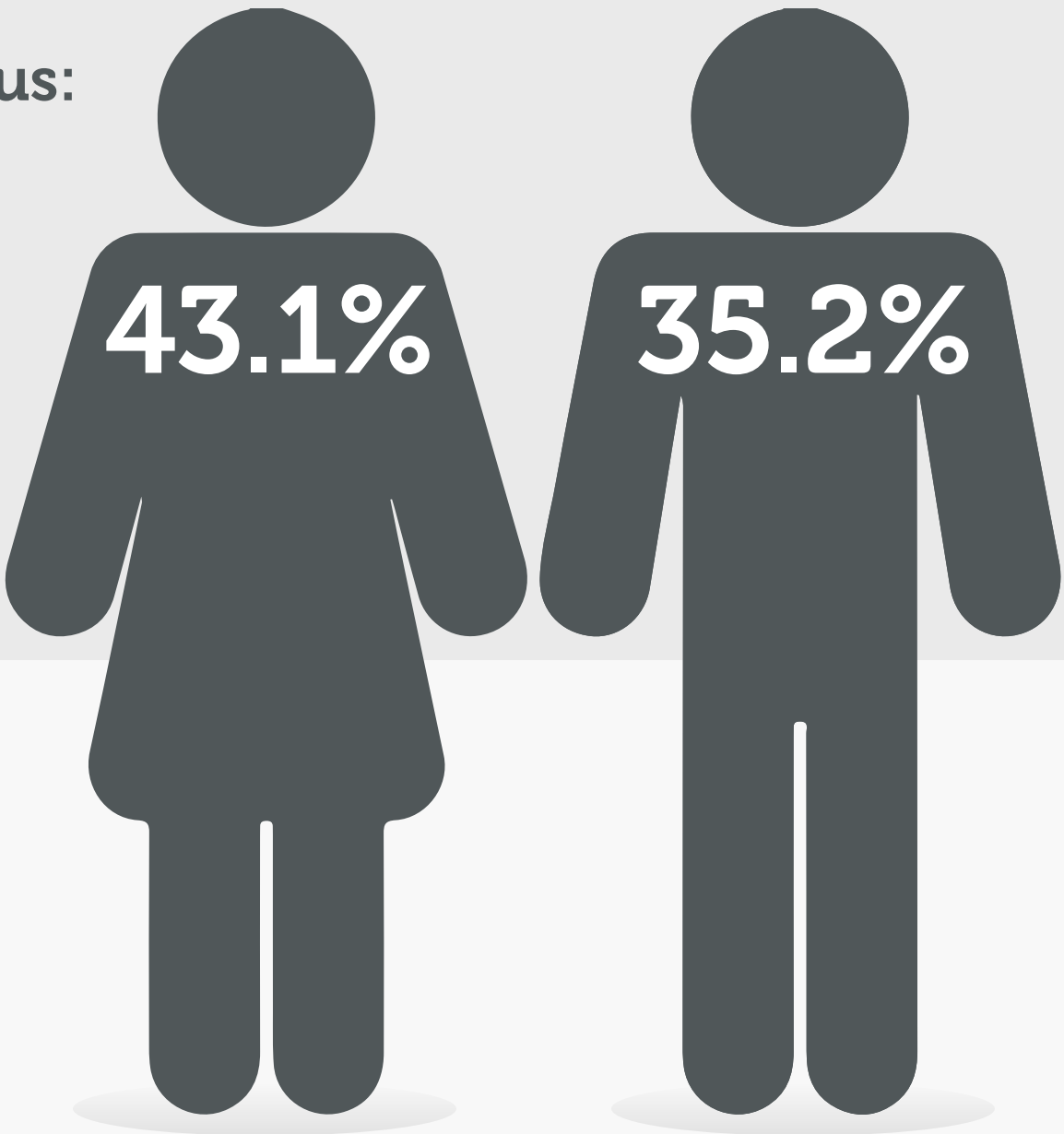
# Pay Quartiles

As well as reporting our mean and median pay gap and the proportion of employees on each pay quartile, we are also required to report the mean and median bonus pay gap and the proportion of male and female employees that received a bonus in the reporting period.

Mean Bonus Gap  
**11.5%**

Median Bonus Gap  
**-500.0%**

Proportion receiving a bonus:



Whilst significantly more males than females received a bonus in the organisation, the proportion of females receiving a bonus is higher.

In addition, bonuses received by females are on average higher than those received by males.

This is driven by higher numbers of males in the lower pay quartiles receiving smaller bonuses in comparison to the lower number of females in the upper quartiles, receiving higher bonuses.



# Our plans to close the gender pay gap

**We have been focused over the last 2 years around improving gender balance, and we have seen strong improvement at a senior level:**

- We have increased our senior leadership population from **21%** female to **34%**
  - At a Board and Exco level we have moved from **23%** female to **38%**
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**We know that it will take time to close the pay gap at each level, but in order to facilitate this change we will continue to:**

- Engage and listen to our people directly as well as through forums and surveys
- Review our candidate attraction methods to attract a more diverse population
- Review our people policies and practices to ensure they are inclusive by design
- Support our talented women through learning and development opportunities



Restore plc (including Records Management)		
Mean gender pay gap	-20.9%	
Median gender pay gap	-21.9%	
Quartile Pay Bands	Male	Female
Quartile 1 - Highest Pay Band	63.6%	36.4%
Quartile 2 - Pay Band	74.7%	25.3%
Quartile 3 - Pay Band	81.8%	18.2%
Quartile 4 - Lowest Pay Band	86.9%	13.1%
Mean bonus gap	39.3%	
Median bonus gap	-400%	
Bonus proportions	10.5%	20.7%

Restore Digital Limited

Mean gender pay gap	-20.2%	
Median gender pay gap	-9.5%	
Quartile Pay Bands	Male	Female
Quartile 1 - Highest Pay Band	71.1%	21.9%
Quartile 2 - Pay Band	40.0%	60.0%
Quartile 3 - Pay Band	28.9%	71.1%
Quartile 4 - Lowest Pay Band	52.2%	47.8%
Mean bonus gap	48.5%	
Median bonus gap	66.7%	
Bonus proportions	46.0%	41.5%

Restore Datashred Limited

Mean gender pay gap	-4.8%	
Median gender pay gap	-0.1%	
Quartile Pay Bands	Male	Female
Quartile 1 - Highest Pay Band	69.6%	30.4%
Quartile 2 - Pay Band	93.1%	6.9%
Quartile 3 - Pay Band	94.1%	5.9%
Quartile 4 - Lowest Pay Band	70.9%	29.1%
Mean bonus gap	-76.1%	
Median bonus gap	-865.5%	
Bonus proportions	67.5%	87.5%

Restore Harrow Green

Mean gender pay gap	-24.3%	
Median gender pay gap	-51.6%	
Quartile Pay Bands	Male	Female
Quartile 1 - Highest Pay Band	70.8%	29.2%
Quartile 2 - Pay Band	76.4%	23.6%
Quartile 3 - Pay Band	97.8%	2.2%
Quartile 4 - Lowest Pay Band	97.8%	2.2%
Mean bonus gap	3.7%	
Median bonus gap	-300%	
Bonus proportions	37.3%	68.6%

Restore Technology Limited

Mean gender pay gap	1.2%	
Median gender pay gap	-13.4%	
Quartile Pay Bands	Male	Female
Quartile 1 - Highest Pay Band	72.2%	27.8%
Quartile 2 - Pay Band	87.0%	13.0%
Quartile 3 - Pay Band	85.5%	14.5%
Quartile 4 - Lowest Pay Band	79.2%	20.8%
Mean bonus gap	18.8%	
Median bonus gap	-1,075.1%	
Bonus proportions	30.9%	24.3%