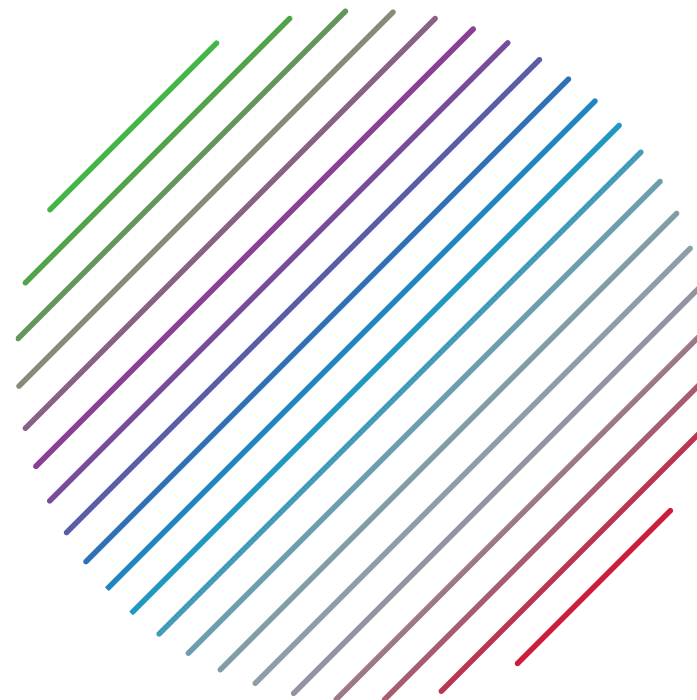




Gender Pay Report

2022



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Foreword

At Restore we believe that equality is more than a policy or legislation to follow. To us it is an essential part of our purpose to deliver a secure and sustainable future for our people, our customers and the communities we're proud to be a part of.

We ensure that our working environment is one where everyone can succeed and thrive and that there is equality of opportunity for all. We also ensure our workforce reflects the diversity of the communities we are part of.

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.

At Restore plc the gender balance of our workforce reflects the hard physical nature of the frontline operational work carried out by our people when serving our customers.

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.



Angie Wiseman, Chief People 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.

2022 Data: Our report combines data from our legal entities across the UK that have 250 or more employees. This report includes five entities: Restore plc (including Records Management), Restore DataShred Limited, Restore Digital Limited, Restore Technology Limited and Harrow Green Limited.

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.

We are pleased to report that this year, females make up 32% of our workforce, an increase from 30% in 2021 and 23% in 2020.





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.

For reporting purposes, the guidelines require us to report on data for males and females. We do understand that not everyone identifies as one of these two binary definitions and we aim to make Restore as diverse a workplace as we can for everyone.







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 the gender pay gap?

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		The difference between average hourly earnings of men and women
Median Gender Pay Gap		The difference between the midpoints in the ranges of hourly earnings of men and women.
Quartile Pay Bands		The proportions of males and females in lower, lower middle, upper middle and upper quartiles
Mean Bonus Gap		As above but looking at bonuses paid rather than salary
Median Bonus Gap		As above but looking at bonuses paid rather than salary
Bonus Proportions		Percentage of males and females 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 for 2022

Our 2022 Workforce

**6% increase in
males year on year**



**19% increase in
females year on year**

Median pay gap is: 14%

Median Gender Pay Gap

This calculation compares the average hourly pay rate of males and females at Restore.

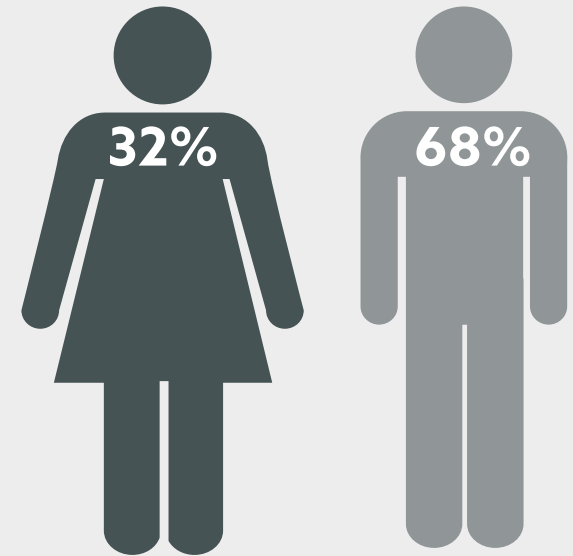
How it is calculated:

We add up the hourly pay of all of the males and divide by the total number of males.
We then do the same for all of the females.
The mean pay gap is the difference between the two numbers.

Median Pay Gap: 4%

Median Gender Pay Gap

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



Both our mean and median gender pay gaps favour males.

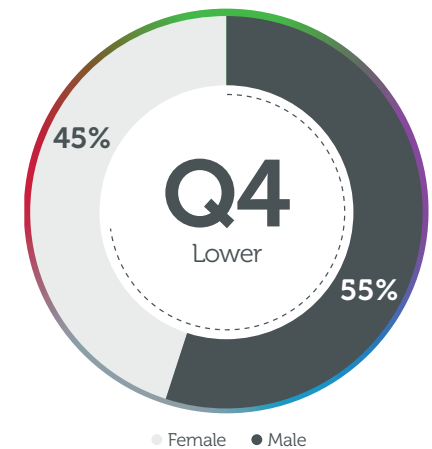
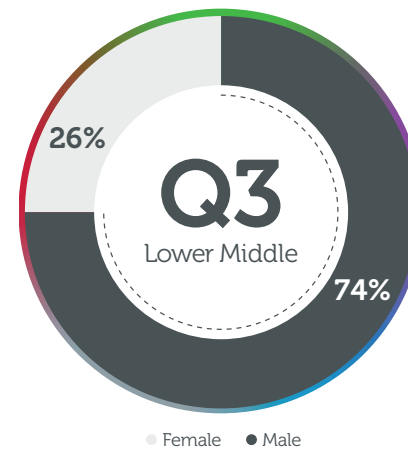
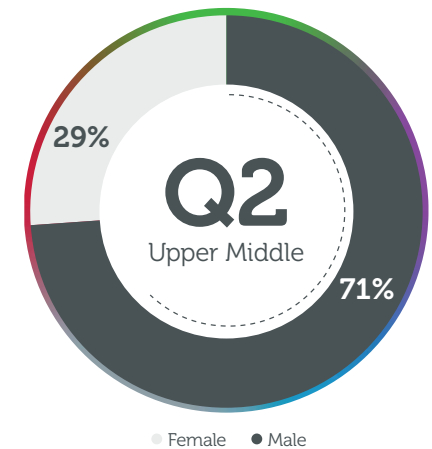
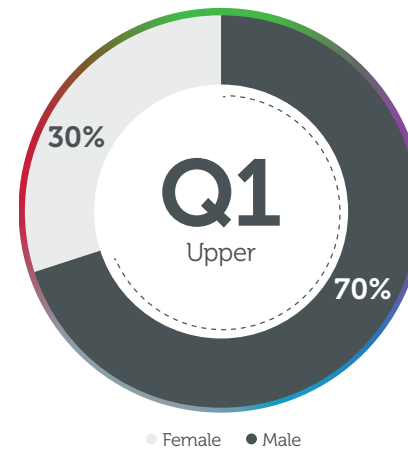
This reflects the predominance of males throughout our organisation. The lower median pay gap reflects the larger number of females in our salary-based sales, managerial and administrative based roles, compared to males who are predominantly in our operational roles.

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 more females in the lower quartile than in any other quartile.



Our Bonus Gap 2022

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.

Whilst significantly more males than females received a bonus in the organisation, the proportion of females receiving a bonus is similar, albeit the number of females receiving a bonus year on year has reduced.

In addition, bonuses received by females are generally higher than those received by males, with the median bonus for females being £176 higher than that of 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.

There has been a significant positive change in the gap between male and female bonuses year on year, which is largely driven by a one off bonus payment made in the prior year to drivers, who are predominantly male.

Mean Bonus Gap: -18%

Median Bonus Gap: -21%

**Proportion receiving
a bonus**



Our plans to close the gender pay gap

We know that it will take time to close the pay gap, however we are committed to driving change.

During 2022 some of our focuses / achievements included:

- Continued standardisation and alignment of management bonus schemes
- celebration of a range of D&I events, including International Women's Day
- Delivered an online seminar focused on enabling women in the workplace
- focus on balancing gender at a senior manager level, with our Board now having 50:50 female:male representation, and with 32% of senior leaders being female, up from 19% in 2019

In order to drive further change, we will continue to:



Establish a Women's Colleague Network



Review our policies and practices



Support our talented females through learning and development opportunities

Restore plc (inc. Records Management)

	2022		2021	
Mean gender pay gap	-28%		-21%	
Median gender pay gap	-5%		-8%	
Quartile Pay Bands	Male	Female	Male	Female
Quartile 1 - Highest Pay Band	65%	35%	62%	38%
Quartile 2 - Pay Band	73%	27%	74%	26%
Quartile 3 - Pay Band	77%	23%	72%	28%
Quartile 4 - Lowest Pay Band	71%	29%	86%	14%
Mean bonus gap	50%		41%	
Median bonus gap	0%		30%	
Bonus proportions	32%	49%	8%	21%

Restore Technology Limited

	2022		2021	
Mean gender pay gap	-28%		-61%	
Median gender pay gap	-20%		-31%	
Quartile Pay Bands	Male	Female	Male	Female
Quartile 1 - Highest Pay Band	74%	26%	73%	27%
Quartile 2 - Pay Band	80%	20%	80%	20%
Quartile 3 - Pay Band	90%	10%	91%	9%
Quartile 4 - Lowest Pay Band	89%	11%	85%	15%
Mean bonus gap	-37%		-172%	
Median bonus gap	6%		-675%	
Bonus proportions	36%	53%	39%	32%

Restore Datashred Limited

	2022		2021	
Mean gender pay gap	-10%		0.7%	
Median gender pay gap	-6%		-15%	
Quartile Pay Bands	Male	Female	Male	Female
Quartile 1 - Highest Pay Band	70%	30%	77%	23%
Quartile 2 - Pay Band	65%	35%	62%	38%
Quartile 3 - Pay Band	95%	5%	96%	4%
Quartile 4 - Lowest Pay Band	78%	22%	78%	22%
Mean bonus gap	-34%		-22%	
Median bonus gap	11%		-200%	
Bonus proportions	93%	92%	31%	58%

Harrow Green Limited

	2022		2021	
Mean gender pay gap	42%		6%	
Median gender pay gap	-48%		-51%	
Quartile Pay Bands	Male	Female	Male	Female
Quartile 1 - Highest Pay Band	78%	22%	71%	29%
Quartile 2 - Pay Band	75%	25%	76%	24%
Quartile 3 - Pay Band	94%	6%	98%	2%
Quartile 4 - Lowest Pay Band	100%	0%	98%	2%
Mean bonus gap	21%		61%	
Median bonus gap	-342%		96%	
Bonus proportions	55%	89%	86%	69%

Restore Digital Limited

	2022		2021	
Mean gender pay gap	28%		26%	
Median gender pay gap	16%		7%	
Quartile Pay Bands	Male	Female	Male	Female
Quartile 1 - Highest Pay Band	63%	37%	69%	31%
Quartile 2 - Pay Band	47%	53%	40%	60%
Quartile 3 - Pay Band	43%	57%	43%	57%
Quartile 4 - Lowest Pay Band	18%	82%	29%	71%
Mean bonus gap	62%		43%	
Median bonus gap	76%		82%	
Bonus proportions	27%	26%	22%	17%

For more information please visit:
www.restoreplc.com

Please see these short videos below:



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