

Restore



Information Management Datashred Relocation Technology



Gender Pay Report

2024





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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.



Dan Baker,
Chief Finance Officer,
Restore plc

About us

We provide secure and sustainable business services for data, information, communications and assets.

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

2024 Data: Our report combines data from our legal entities across the UK that have 250 or more employees. This report includes all our entities: Restore plc (including Restore Information Management), Restore Digital, Restore DataShred, Harrow Green and Restore Technology 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 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.



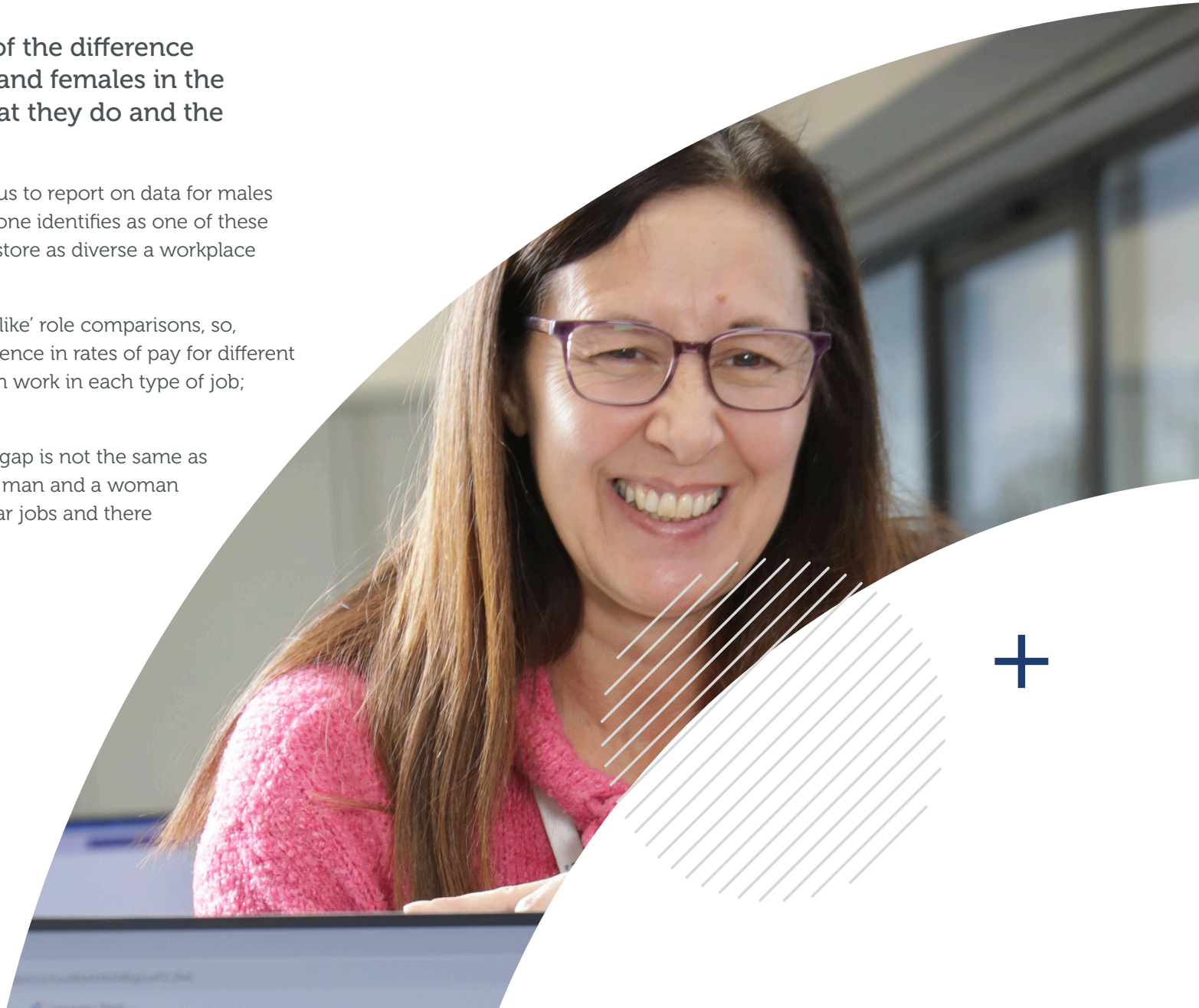
What is the gender pay gap?

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.

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.

- 1 Mean Gender Pay Gap**
The difference between average hourly earnings of men and women
- 2 Median Gender Pay Gap**
The difference between the midpoints in the ranges of hourly earnings of men and women.
- 3 Quartile Pay Bands**
The proportions of males and females in lower, lower middle, upper middle and upper quartiles
- 4 Mean Bonus Gap**
As above but looking at bonuses paid rather than salary
- 5 Median Bonus Gap**
As above but looking at bonuses paid rather than salary
- 6 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 2024

Our 2024 Workforce

Mean Pay Gap is



Mean 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.

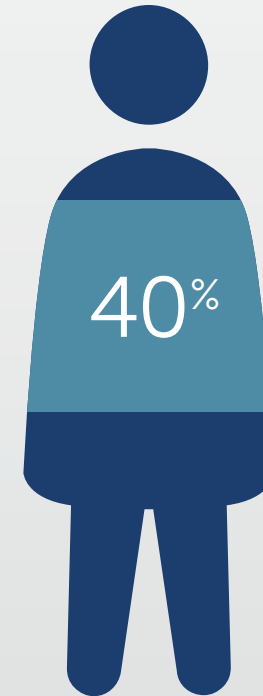
Median Pay Gap



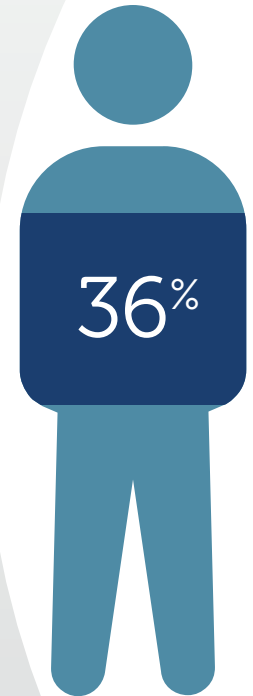
Median Gender Pay Gap

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

Female



Male



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

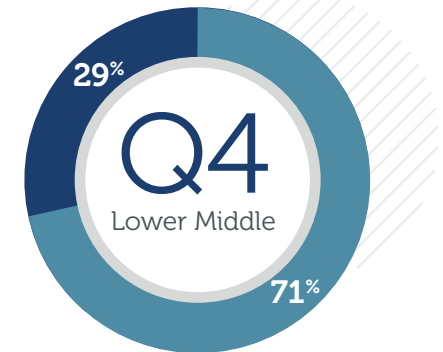
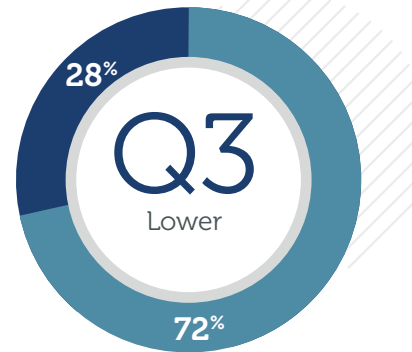
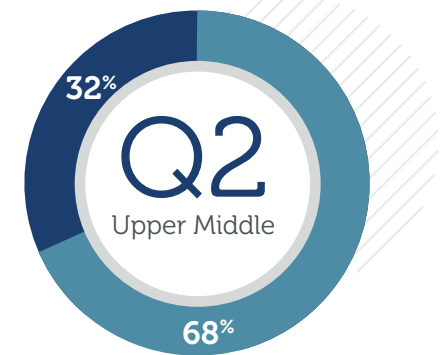
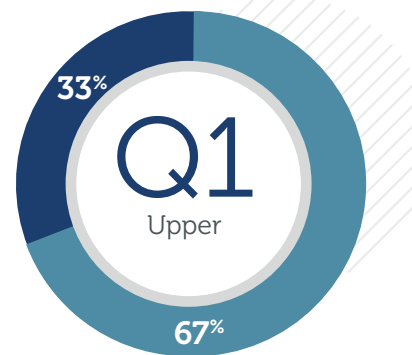
Pay quartiles are calculated by listing all employees from the highest to the lowest paid and splitting them into four Equal Groups.

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. We have seen a decrease in females in quartile 4 from 38% to 29% and an increase in females in Quartile 2 from 24% to 32% in comparison to 2023.



+



Female



Male

Our Bonus Gap 2024

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 males and females receiving a bonus is similar.

We have seen a decrease in the proportion of males (14%) and females (8%) receiving a bonus in comparison to 2023 with the proportion of the population receiving a bonus now higher for females.

In the year, bonuses received by females were generally lower than those received by males, with the median bonus for females being c.£2000 lower than that of males and the mean bonus gap is £1200 lower for females compared to males.

-31%

Mean Bonus Gap

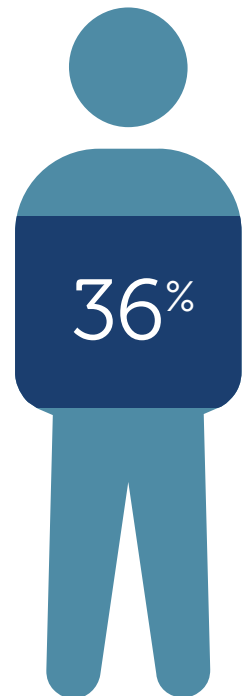
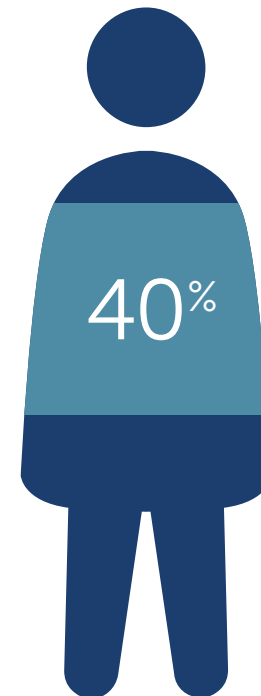
-60%

Median Bonus Gap

Proportion receiving a bonus

Female

Male



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 2024 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 Information Management

5th April 2024

Mean gender pay gap	8%	
Median gender pay gap	1%	
Quartile Pay Bands	Male	Female
Quartile 1 - Highest Pay Band	51%	49%
Quartile 2 - Pay Band	66%	44%
Quartile 3 - Pay Band	62%	38%
Quartile 4 - Lowest Pay Band	61%	39%
Mean bonus gap	49%	
Median bonus gap	0%	
Bonus proportions	38%	39%

Only 2024 data shown, aligning with the new business merger.*

Restore Datashred Limited

5th April 2023

5th April 2024

Mean gender pay gap	-6%		-19%	
Median gender pay gap	-12%		-12%	
Quartile Pay Bands	Male	Female	Male	Female
Quartile 1 - Highest Pay Band	68%	32%	64%	36%
Quartile 2 - Pay Band	67%	33%	73%	27%
Quartile 3 - Pay Band	95%	5%	97%	3%
Quartile 4 - Lowest Pay Band	75%	25%	74%	26%
Mean bonus gap	-81%		-68%	
Median bonus gap	25%		14%	
Bonus proportions	98%	68%	84%	80%

Restore Technology Limited

5th April 2023

5th April 2024

Mean gender pay gap	-24%		3%	
Median gender pay gap	-22%		-11%	
Quartile Pay Bands	Male	Female	Male	Female
Quartile 1 - Highest Pay Band	67%	33%	77%	23%
Quartile 2 - Pay Band	81%	19%	77%	23%
Quartile 3 - Pay Band	90%	10%	83%	17%
Quartile 4 - Lowest Pay Band	88%	12%	85%	15%
Mean bonus gap	-51%		31%	
Median bonus gap	-3019%		-49%	
Bonus proportions	39%	43%	28%	56%

Harrow Green Limited

5th April 2023

5th April 2024

Mean gender pay gap	-27%		-25%	
Median gender pay gap	-50%		-51%	
Quartile Pay Bands	Male	Female	Male	Female
Quartile 1 - Highest Pay Band	76%	24%	74%	26%
Quartile 2 - Pay Band	79%	21%	86%	14%
Quartile 3 - Pay Band	96%	4%	96%	4%
Quartile 4 - Lowest Pay Band	99%	1%	98%	2%
Mean bonus gap	-259%		78%	
Median bonus gap	-1986%		62%	
Bonus proportions	20%	5%	16%	39%



Restore



Information
Management

Datashred

Relocation

Technology

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