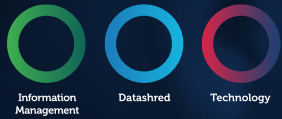


Restore



Gender Pay Report

2025





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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 2023.



Dan Baker,
Chief Financial Officer,
Restore plc



About us

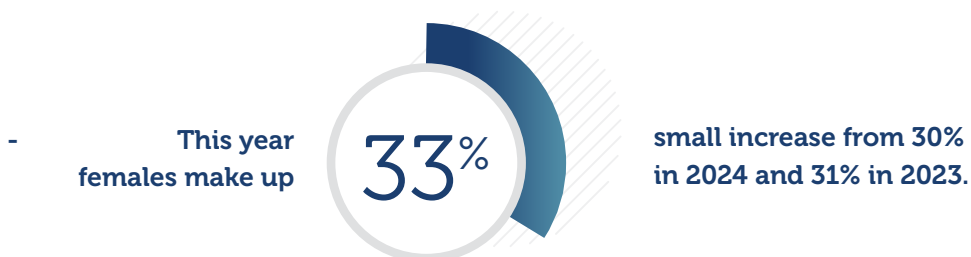
We provide secure and sustainable business services for data, information, communications and assets.

Restore provides mission critical services that protect and manage valuable data, information, communications and assets. The Group is organised across three divisions: Information Management, Datashred and Technology.

2025 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, Synertec 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 2025

Our 2025 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.

Both our mean and median gender pay gaps favour males.

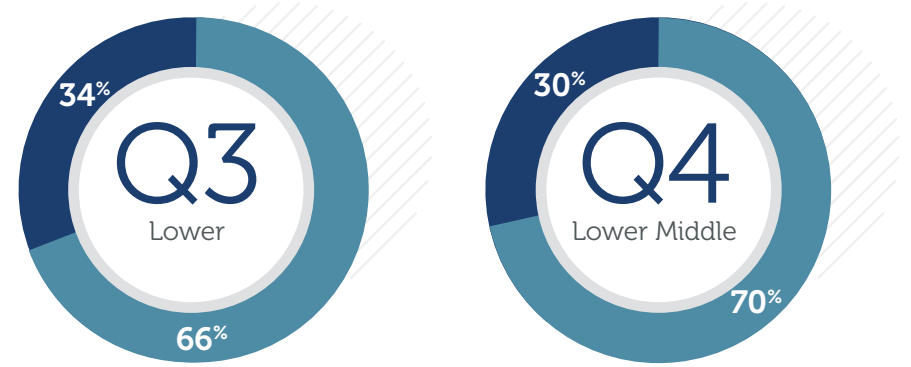
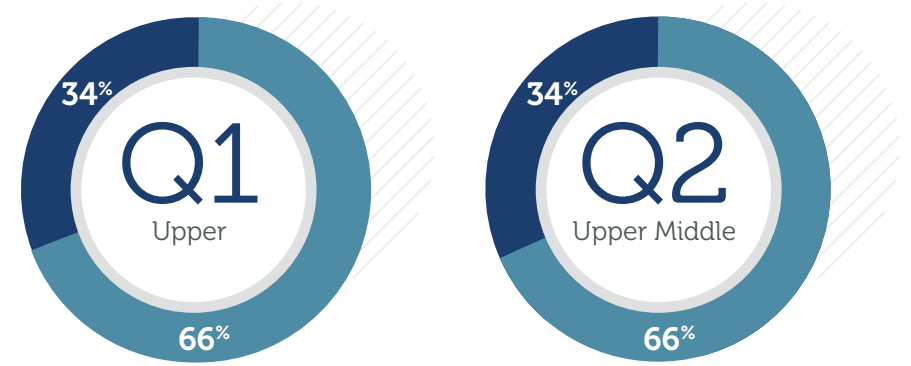
This reflects the predominance of males throughout our organisation. The lower median pay gap reflects the larger number of females in our salary-based sales, managerial and administrative based roles, compared to males who are predominantly in our operational roles.

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.

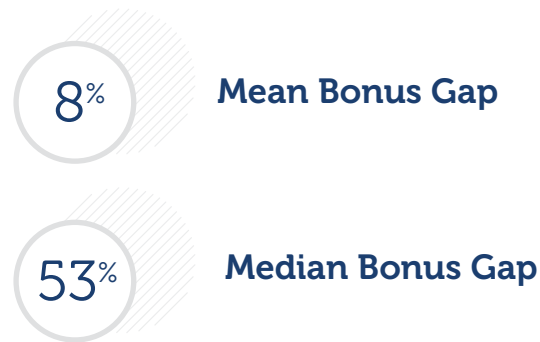
Our results reveal that males continue to outnumber females in each pay quartile. However, when compared to 2024, there has been a rise in the representation of females across all four pay quartiles.



Our Bonus Gap 2025

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.

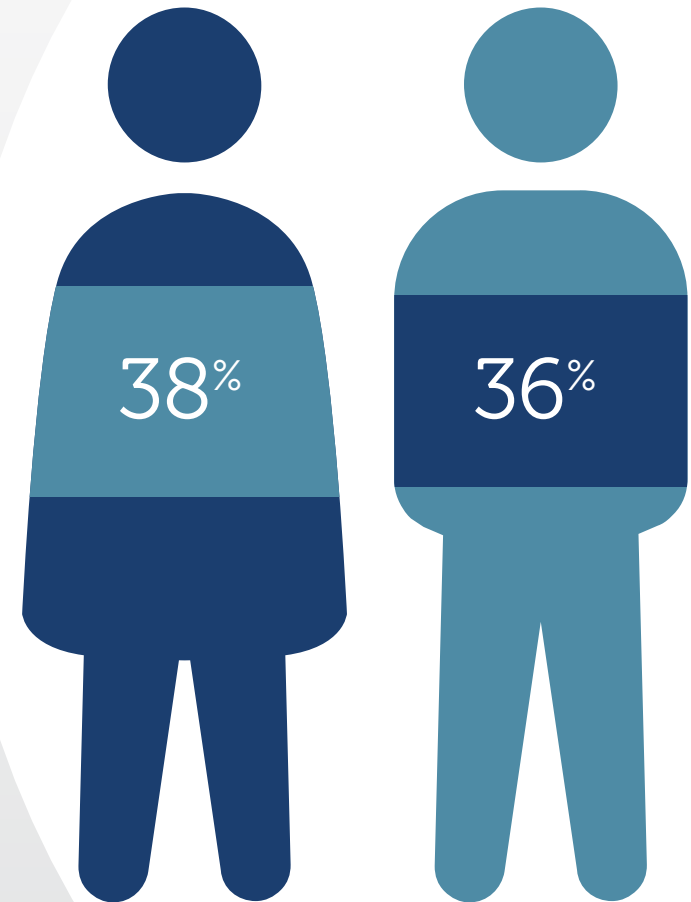
The proportion of males and females receiving a bonus has remained largely consistent with the figures from 2024. Specifically, there has been no change in the percentage of males awarded a bonus, while the proportion of females has experienced a modest 2% decline compared to last year. Notably, the bonus gap has shifted this year, now favoring males instead of females as it did in 2024.



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 2025 some our focuses / achievements included:

- › Celebration of a range of D&I events, including International Women's Day
- › Established a Women in leadership apprenticeship programme
- › Created a support network for women (and men) to share experiences of the menopause and support each other
- › Renewed focus on balancing gender at a senior manager level following a drop in % of women in board and senior manager roles.
- › Increased focus on attracting more female candidates into warehouse and driver roles



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 though learning and development opportunities



Restore Information Management

	5th April 2024		5th April 2025	
Mean gender pay gap	8%		8%	
Median gender pay gap	1%		1%	
Quartile Pay Bands	Male	Female	Male	Female
Quartile 1 - Highest Pay Band	51%	49%	66%	34%
Quartile 2 - Pay Band	66%	44%	67%	33%
Quartile 3 - Pay Band	62%	38%	74%	26%
Quartile 4 - Lowest Pay Band	61%	39%	45%	55%
Mean bonus gap	49%		54%	
Median bonus gap	0%		0%	
Bonus proportions	38%	39%	27%	35%

Restore Technology Limited

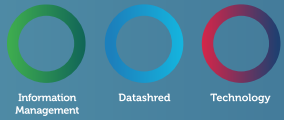
	5th April 2024		5th April 2025	
Mean gender pay gap	3%		-2%	
Median gender pay gap	-11%		-14%	
Quartile Pay Bands	Male	Female	Male	Female
Quartile 1 - Highest Pay Band	77%	23%	76%	24%
Quartile 2 - Pay Band	77%	23%	69%	31%
Quartile 3 - Pay Band	83%	17%	85%	15%
Quartile 4 - Lowest Pay Band	85%	15%	89%	11%
Mean bonus gap	31%		6%	
Median bonus gap	-49%		-160%	
Bonus proportions	28%	56%	39%	45%

Restore Datashred Limited

	5th April 2023		5th April 2024	
Mean gender pay gap	-19%		-13%	
Median gender pay gap	-12%		-6%	
Quartile Pay Bands	Male	Female	Male	Female
Quartile 1 - Highest Pay Band	64%	36%	61%	39%
Quartile 2 - Pay Band	73%	27%	73%	27%
Quartile 3 - Pay Band	97%	3%	90%	10%
Quartile 4 - Lowest Pay Band	74%	26%	75%	25%
Mean bonus gap	-68%		-131%	
Median bonus gap	14%		25%	
Bonus proportions	84%	80%	94%	91%



Restore



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