



# Gender Pay Performance Report 2024

Advanced Supply Chain Group Limited

Published: April 2025

# Introduction

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**We are committed to being a diverse and inclusive business.**

We believe the publication of the gender pay gap figures is an important measure to see how we are making progress towards our diversity, equity and inclusion commitments.

I'm very proud of what we've achieved over the past year to ensure that Reconomy remains a great place to work. Through listening and investing in our people we have taken some significant strides forward, becoming a Race at Work Charter signatory, as well as publishing our new DEI strategy and high-level commitments. We are establishing a robust job evaluation process and reward strategy which is free from gender bias.

However, I am not complacent. There is still much more we can do to continue to build a truly inclusive and diverse workplace at Reconomy, and I feel excited and optimistic about our plans for the year ahead.

**Guy Wakeley**

Chief Executive, Reconomy

A portrait of Guy Wakeley, Chief Executive of Reconomy, standing with his arms crossed. He is wearing a dark grey V-neck sweater over a white collared shirt. The background behind him is a solid blue color. The portrait is partially overlaid by a dark teal circular graphic containing a quote.

***“ We are confident that greater diversity makes our business better ”***

# Advanced Introduction

Welcome to our Gender Pay Performance Report 2024.

The gender pay gap remains a pressing issue in workplaces worldwide, reflecting broader disparities in economic opportunities, career progression, and workplace equity.

Throughout the report we have documented our statutory gender pay data and reviewed our performance against our performance of last year and broadly that of the economy.

By analysing data and trends, this report aims to provide actionable insights to drive meaningful change and ensure fair compensation for all Colleagues, regardless of gender.



**Ben Balfour**  
Managing Director



# Background Information

## What is the Gender Pay Gap, why do we need to report?

The Gender Pay Gap is the percentage difference between the hourly rate of pay for a male employee and for a female employee (as set out by the 'Regulations') at a snapshot date each year.

All companies with 250 or more employees need to publish their gender pay gap under The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 (the 'Regulations').

Employers meeting this criteria have a statutory obligation to publish the following:

- the gap in pay between men and women for both a mean basis (average hourly rate) and the median basis (the hourly rate for the person 'in the middle')
- the distribution of gender by pay quartile (the workforce is split into 4 groups based on their pay)
- the percentage of employees receiving bonus by gender and the gap between the genders for mean and median bonus averages.

## Details of this report

Our snapshot date is the 5<sup>th</sup> April each year, the report is based on what is paid weekly/monthly as at this date and the data from this point in time is used to calculate the mean and median average hourly pay of our colleagues.

For bonus calculations, the data from the 12 months prior to the snapshot date is used to calculate the percentage of men and women receiving bonus and the percentage difference in mean and median average bonus paid between men and women.

Only 'full pay relevant' employees can be included to calculate the mean and median average hourly pay – this is any employee who has been paid at least their contractual pay at the snapshot date

Any employee on maternity, paternity, unpaid leave, SSP or who has not worked their full hours, or received their standard pay, is not classed as a 'full pay relevant' employee and cannot be included in the calculations for average hourly rates. These employees can be included in the calculations for bonus however, as they are a relevant employee at the snapshot date.

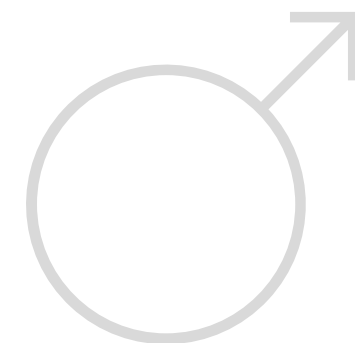
# Headcount Data

Headcount has stayed relatively static year on year with a slight increase in bias to a male dominant workforce since our 2022 report.

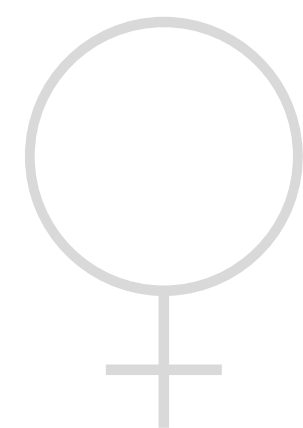
2023

Total Headcount 1421

Male Headcount

 785 55.24%

Female Headcount

 636 44.76%

2024

Total Headcount 1344

Male Headcount

 711 52.90%

Female Headcount

 633 47.10%

Difference  
2.34%  
in favour of women

Headcount data is based on active employees as at 5 April 2024. The  icon refers to men and the  icon refers to women.

# Gender Pay Gap Performance

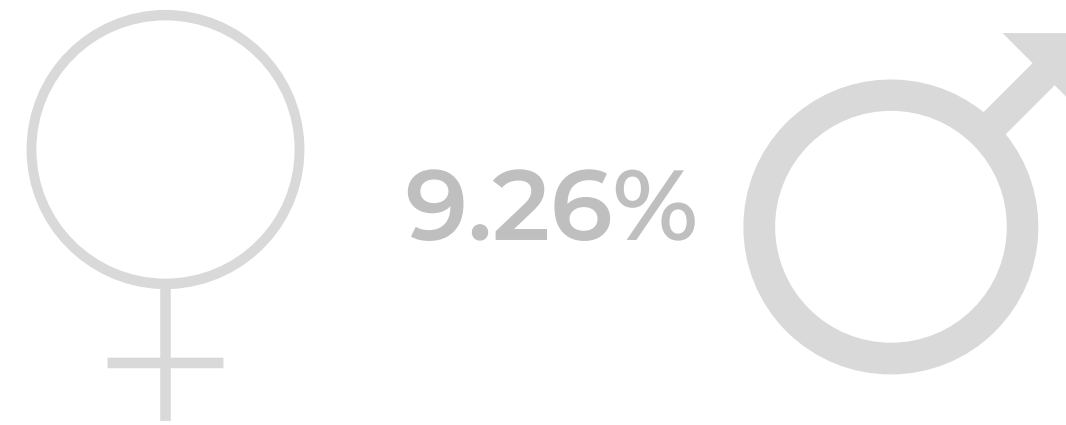
Our gender pay data is inclusive of all Advanced Supply Chain's entities combined and reflects our position as of 5th April 2024. We have seen a significant decrease in the pay gap from last year.

Our pay gap is measured in two ways:

- 1 The mean looks at the gap between the average pay of all men and women across our workforce.
- 2 The median looks at the gap between middle-earning men and women across our workforce

2023

Mean gender pay gap



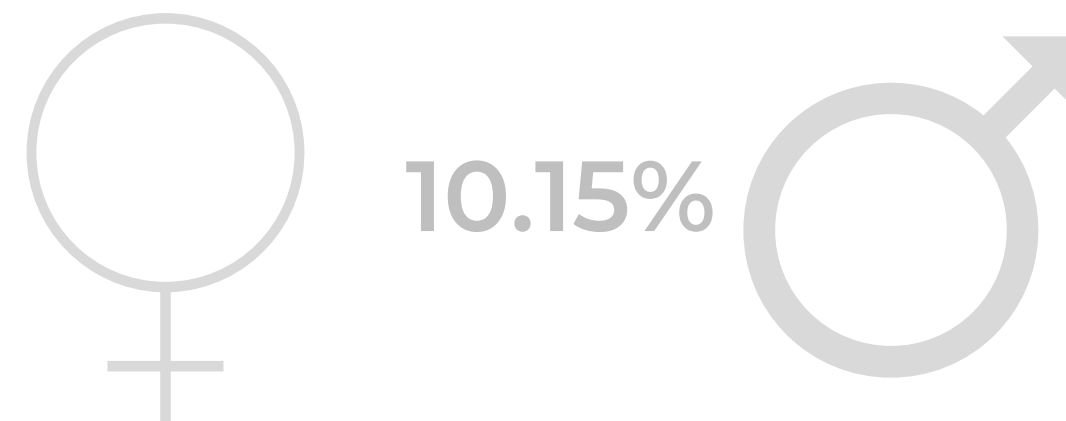
2024

Mean gender pay gap



Difference  
-9.94%  
in favour of women

Median gender pay gap



Median gender pay gap



Difference  
-3.24%  
in favour of women

A positive percentage represents a pay gap percentage in favour of men. The ♂ icon refers to men and the ♀ icon refers to women.

# How do we compare to the UK economy?

Across the UK economy, men are more likely than women to uptake many of the job roles offered in the logistics industry, (especially roles within warehouse operations and transport). Men are also more likely to be in technical and IT-related roles, which are paid more highly than other roles at similar levels of seniority.

Women are also more likely than men to have had breaks from work that have affected their career progression, for example to bring up children. They are also more likely to work part time than Men, and many of the jobs that are available across the UK on a part-time basis are relatively low paid.

This pattern from the UK economy is reflected in the make-up of our organisation. Most of our operational based line managers are men, most of our transport-based colleagues are men and women make up the majority of our part time working population.

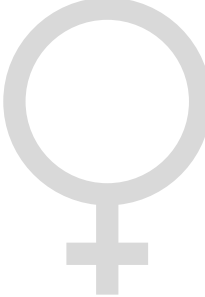
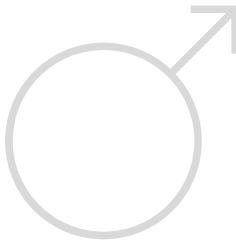
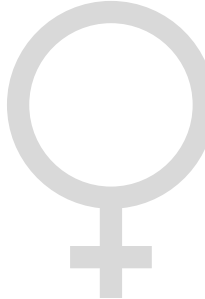
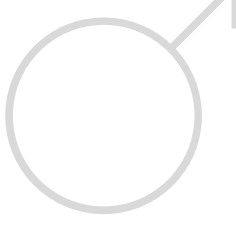
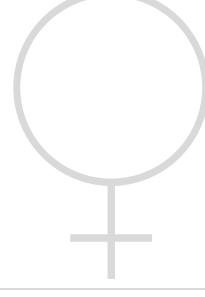

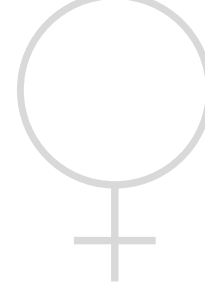

The mean gender pay gap for the whole economy (according to the November 2024 Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) figures) is 13.8%, while in the “Warehousing and support activities for transporting” industry the mean is 4.5%. At 0.68%, our mean gender pay gap is much lower than the whole economy and that of an industry specific comparable.

The median gender pay gap for the whole economy (according to the November 2023 ONS ASHE figures) is 13.1%, while in the “Warehousing and support activities for transporting” industry it is 5.8%. At 6.91%, our median gender pay gap is much lower than the whole economy but slightly higher than an industry specific comparable.

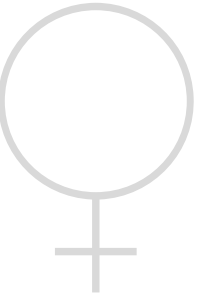
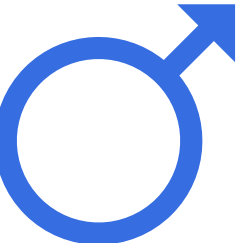
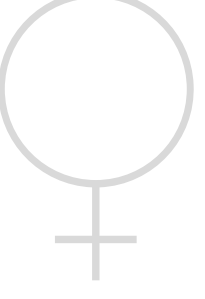
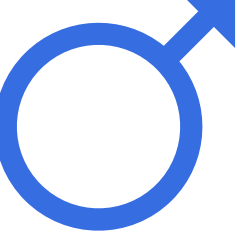
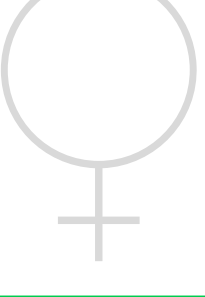
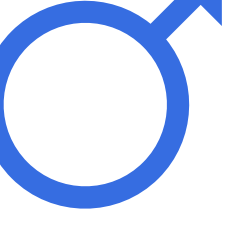
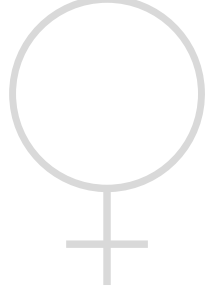
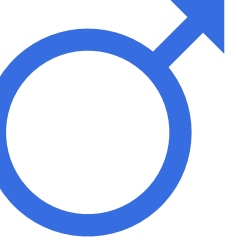
# Gender Bonus Performance

Our gender pay data is inclusive of all Advanced Supply Chain's entities combined and reflects our position as of 5th April 2024.

2023

Mean Average Bonus		<b>-10.96%</b>		Difference 42.27% In favour of men
Median Average Bonus		<b>98.74%</b>		Difference 43.82% in favour of women
% Males Receiving Bonus		<b>42.93%</b>		Difference 0.13%
% Females Receiving Bonus		<b>27.04%</b>		Difference 23.56%

2024

Mean Average Bonus		<b>31.11%</b>	
Median Average Bonus		<b>54.92%</b>	
% Males Receiving Bonus		<b>42.80%</b>	
% Females Receiving Bonus		<b>50.60%</b>	

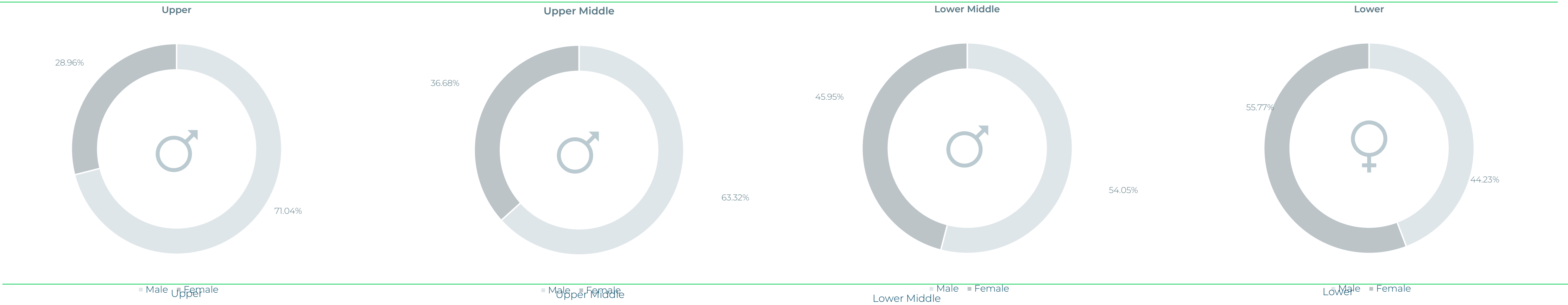
A negative percentage represents a gender pay or bonus gap in favour women.  
The  icon refers to men and the  icon refers to women.  
Headcount data is based on active employees as at 5 April 2024.



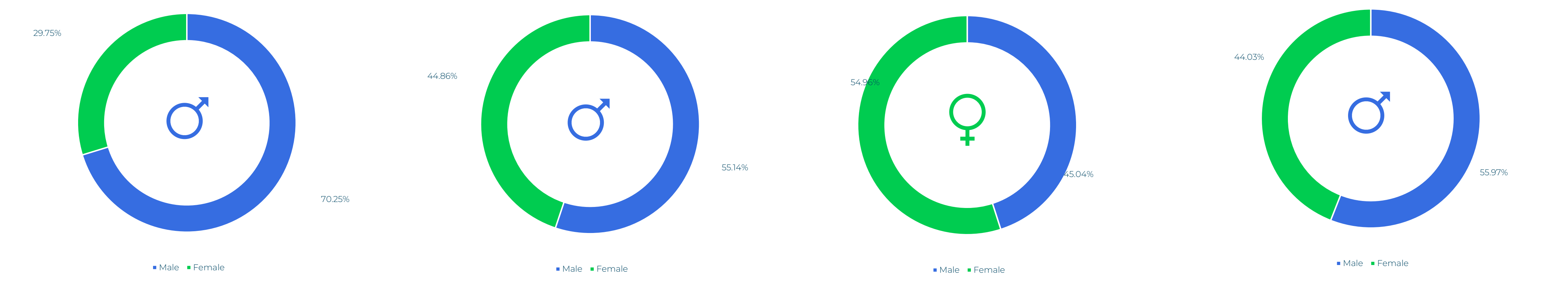
# Quartile Pay Performance

The data below shows our workforce divided into four equal-sized groups based on hourly pay rate. “ Lower includes the lowest-paid 25% of employees (the lower quartile) and Upper covers the highest-paid 25% (the upper quartile).

2023



2024



A negative percentage represents a gender pay or bonus gap in favour women. The ♂ icon refers to men and the ♀ icon refers to women.

# Addressing the gap at Advanced

We are committed to fostering an equal and inclusive culture

We are pleased to see that our gender pay gap has improved compared to last year's report and remains ahead of the national average.

Over the past year, we have worked hard to implement positive changes across our business and remain committed to driving gender equity wherever possible.

Last year, we:

- Expanded opportunities for women in senior leadership roles.
- Increased access to bonuses for more colleagues.
- Created pathways for entry and success for underrepresented and disadvantaged groups.
- Reviewed job roles and pay grades to ensure fairness.
- Introduced new family-friendly policies.
- Continued celebrating and supporting women in the workplace.

Next year, we will:

- Build on our existing commitments to further close the gender pay gap.



Zoe Sinclair  
Head of People

# Addressing the gap at Reconomy

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As Chief People Officer for Reconomy, I am committed to fostering a workplace culture where gender equality is not just a goal, but a reality. From listening to colleague feedback and recognising the importance of diversity and inclusion in driving innovation, creativity, and success, we are dedicated to creating equal opportunities for all.

In 2024 we reset our company values, with Inclusive becoming one of our core behaviours. We also launched a series of initiatives aimed at promoting gender equality within our organisation:

- 1. Enhanced Maternity and Adoption Leave** - 6 month's full pay and one month's full pay when returning part-time. We believe that this has contributed to the reduction in the gender pay gap this year.
- 2. Career Development** - We are committed to increasing the representation of women in leadership positions through targeted recruitment efforts, designated and targeted opportunities for women to progress, through training (50/50 split on our new leadership development programme), coaching and mentoring.
- 3. Flexible Support** – through flexible working initiatives, improved business education to raise awareness (menopause, supporting care givers etc), and establishing female leader groups to empower colleagues to challenge and overcome these obstacles.

Our new DEI strategy, launched in 2025, clearly sets out our plans and next steps for Reconomy. Together, we are creating a workplace where every individual has the opportunity to thrive, succeed, and reach their full potential.

Lyndsey Denning, Chief People Officer, Reconomy





# Appendix 1: 2024 Landscape in Numbers

- 41% of new hires in 2023/2024 were female
- 75% of these hires were in operational roles
- Of new driver hires 0% were female
- Of the female hires 6% were hired in management roles – male hires in the same roles were 8%
- 50% of ELT colleagues are female
- 30% of SLT colleagues are female
- 38% of the senior leaders in the business are female
- 970 full pay relevant colleagues used for the snapshot date
- 68% (660) of these are weekly paid operational colleagues
- 44% (288) of the weekly population are female
- 51 colleagues are of the driver population (5% of full pay relevant)
- 2% of the driver population are female
- 1037 full pay relevant colleagues in 2022/2023 versus 970 full pay relevant colleagues in 2023/2024

## Appendix: 2024 Resources

[Gender pay gap in the UK - Office for National Statistics](#)

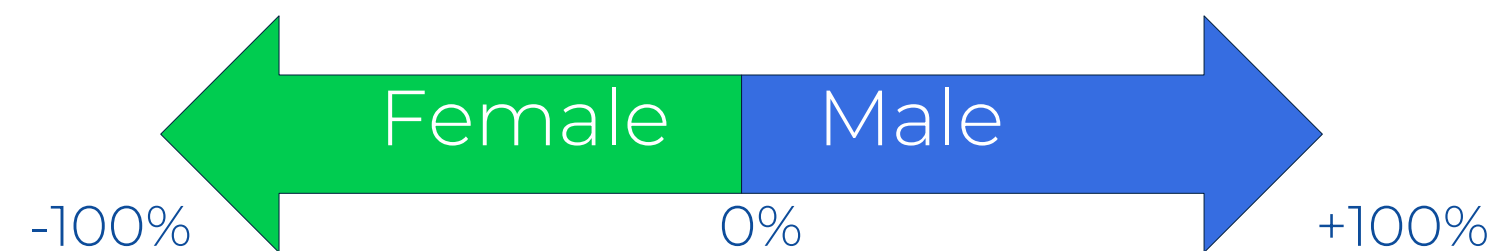
SIC2007 Table 4.12 Gender pay gap (%)<sup>^</sup> - For all employee jobs<sup>^^</sup>:  
United Kingdom, 2024

# Appendix 2 - Interpreting the data

## How is the pay gap measured?

The Gender Pay Gap is measured as a percentage figure to indicate the differences in pay between male and female genders.

A negative percentage in this report is indicative of the presence of a pay gap in favour of women, a positive percentage is indicative of a pay gap in favour of men and 0% would indicate there is no pay gap between men and women.



## What does the pay gap indicate?

Understanding the data is key to being able to build progressive outcomes for the future.

A pay gap does not mean men and women are paid unequally. Instead, our gender pay gap is because men and women work in different roles and those roles have different salaries. We are confident that all of our Colleagues receive equal treatment and reward to those who perform the same work or work of equal value.

## Definitions

### Gender pay gap

The gender pay gap is the difference in average pay between all men and women in an organisation. It is expressed as a difference in percentage (%) between men and women.

### Equal pay

The gender pay gap is different to equal pay. Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. It is unlawful to pay people unequally because they are a man or a woman.

### Mean pay gap

The mean pay gap is the difference in the arithmetic average hourly pay for women compared to men, within an organisation.

### Median pay gap

The median represents the middle point of a population. If you lined up all the women in an organisation and all the men in order of the hourly rate at which they are paid, the median pay gap is the difference between the hourly rate for the middle woman compared to that of the middle man.