

Reconomy 



People *First*

**Gender Pay Gap
Reconomy UK 2025**

04 April 2026

Clear actions, early impact, stronger foundations

The initiatives launched in 2024 are delivering measurable progress and strengthening the path toward long-term gender equality.

Over the past year, the initiatives we introduced to strengthen inclusion and support underrepresented colleagues have started to show clear results.

We're seeing early reductions in our gender pay gap and stronger representation of women in development and leadership pathways. These positive shifts confirm that the steps we took in 2024 are gaining real traction.



Guy Wakeley, Chief Executive

"These early improvements are encouraging, and we remain committed to building a business where everyone has the opportunity to thrive."

What's driving the change?

- **Enhanced maternity & adoption leave** - Six months' full pay (plus a further month at full pay for part-time returners) is helping more colleagues return confidently and continue progressing.
- **Career development & representation** - Targeted recruitment, clearer progression routes and a 50/50 gender split in our leadership development programme are strengthening our leadership pipeline.
- **Flexible support** - Flexible working options, menopause and caregiver education, and female leader networks are helping colleagues overcome barriers to progression.

Looking ahead, our DEI strategy, launched in 2025, provides a clear roadmap for the next phase of our work—ensuring progress continues and accelerates.



Lyndsey Denning, Chief People Officer
"It's clear that the foundations we laid last year are starting to deliver meaningful change and the traction we're seeing gives us real confidence in the path ahead."

What the results mean for our team

At Reconomy UK (made up primarily of our Recycle brands), we remain committed to building a workplace where everyone can thrive. Our 2025 gender pay gap figures show continued progress and reflect the meaningful actions we are taking to create a fairer and more inclusive organisation.

This year, our median hourly pay gap reduced to 11.4%, down from 18.3% in 2024, and our mean hourly pay gap reduced to 25.3%, compared with 32.8% last year. These improvements demonstrate positive movement towards greater pay equity across our workforce. A key driver of this has been the integration of acquired businesses throughout 2025 which has enabled us to rebalance pay structures by aligning salaries across parts of the pay scale alongside internal promotions for women into senior positions. As an acquisitive business, these structural changes can influence our figures year-on-year, but in this instance, it has contributed positively to narrowing the gap.

Looking ahead, we will continue to focus on increasing female representation at senior levels, strengthening development opportunities, and ensuring our reward structures remain fair, transparent, and free from bias. Although we acknowledge there is still work to be done, the progress seen in this year's figures gives us confidence that we are moving in the right direction.

I am proud of the progress we are making and confident in the steps we are taking to close the gender pay gap further in the years ahead.

Mike Benton

Managing Director, Recycle Division



Reconomy UK 2025 report

Snapshot Date:	05/04/2025			05/04/2024
	Male	Female	Pay Gap (%)	Pay Gap (%)
Mean Hourly Pay (£)	21.63	16.15	25.30%	32.80%
Median Hourly Pay (£)	15.52	13.75	11.40%	18.30%
Mean Bonus Payments (£)	5,919.72	2,612.22	55.90%	76.10%
Median Bonus Payments (£)	3,123.75	2,246.13	28.10%	64.30%
% Receiving Bonus Payments	46.30%	34.40%		
Gender Split Per Quartile (%)				
Lower Quartile	41.10%	58.90%		
Lower Middle Quartile	30.40%	69.60%		
Upper Middle Quartile	41.10%	58.90%		
Upper Quartile	60.00%	40.00%		



How we are improving things where it matters the most

As Head of People for the Recycle Division, I remain committed to ensuring that fairness, transparency, and opportunity are central to our culture. Our 2025 gender pay gap figures show encouraging progress, while also highlighting the areas where we must continue to focus our efforts.

This year's results demonstrate meaningful improvement and are a direct reflection of the work we have undertaken to create equitable development opportunities and a more supportive environment for women.

While the data shows that women continue to be more heavily represented in the lower pay quartiles and underrepresented in the highest-paid roles, we are committed to addressing this imbalance. A key area of focus this year has also been our investment in entry level management. By increasing support, capability-building, and structured development opportunities at this level, we are creating stronger pathways for women to progress into more senior and higher-paid roles. This forms an important foundation for long-term change, helping to build a more balanced talent pipeline.

Although we recognise that there is more work ahead, the progress shown in this year's figures demonstrates that our actions are driving positive change. We remain dedicated to ensuring that every colleague feels supported, valued, and able to build a successful career at Reconomy.

Cathy Cook

Head of People, Recycle Division



What is the gender pay gap?

The gender pay gap relates to the difference between the gross hourly pay of all men and the gross hourly pay of all women across the organisation.

The difference between gender pay and equal pay is important to understand as you can have a gender pay gap without having equal pay issues.

At Reconomy we recognise that more needs to be done to reduce the gender pay gap and we are committed to doing so.

Glossary of terms

Term

Mean pay gap

is the difference between the average hourly pay rate of men and women. This is often expressed as a percentage to give the gender pay gap in hourly pay as a percentage of men's pay. If it is a positive number this means that men get that percentage more than women, as this figure is reported in favour of men.

Median pay gap

is the difference between the median hourly pay rates of men and women. This is often expressed as a percentage to give the median gender pay gap in hourly pay as a percentage of men's pay. If it is a positive number this means that men get that percentage more than women, as this figure is reported in favour of men.

Gender pay gap

is a measure looking at the difference in the gross hourly pay for both men and women across the organisation and is expressed as a percentage of men's earnings.

Job evaluation

is a way of determining the value, or worth, of one job in relation to other jobs in an organisation. It is a systematic comparison of jobs to assess their relative worth, in order to establish a rational pay structure.

Reconomy