

Gender Pay Gap Report

Our Commitment

At **Icon People Recruitment Ltd**, we are dedicated to building a fair, inclusive and diverse workplace where every individual has equal opportunities to succeed. We are committed to ensuring that employment, career progression and reward are based on skills, experience and performance, without discrimination on the basis of gender or any other protected characteristic.

Gender Pay Gap

Our latest analysis shows a **mean (average) gender pay gap of 4.7%** and a **median gender pay gap of 3.3%**. These figures compare favourably with the UK national median gender pay gap of **7.0%** reported for 2024.

Although our current results demonstrate positive progress, we recognise that there is still work to be done. We remain committed to reducing the gender pay gap further by promoting equality, improving representation across all levels of the business and supporting career development opportunities for everyone.

Bonus Payments

Our bonus payment analysis indicates that female employees received higher bonus payments overall.

The **mean bonus gap was -36%**, while the **median bonus gap was -29%**. These figures show that, on average, women received higher bonus payments than men and that a greater proportion of female employees qualified for bonus awards during the reporting period.

Pay Quartile Distribution

The workforce has been divided into four equal pay quartiles, with each quartile containing **390 employees**.

The gender pay gap within each quartile was as follows:

Pay Quartile	Gender Pay Gap
Upper Quartile	4.8%
Upper Middle Quartile	0.3%
Lower Middle Quartile	-0.3%
Lower Quartile	-0.2%

In the **Lower Middle** and **Lower** pay quartiles, female employees earned slightly higher average hourly pay than their male counterparts.

The **Upper Quartile** shows the largest difference, primarily due to the higher proportion of male employees working in specialist and higher-paid positions, including HGV Drivers, Forklift Truck (FLT) Drivers and senior leadership roles.

Understanding the Gender Pay Gap

As a recruitment business, Icon People Recruitment Ltd supplies personnel across a wide variety of industries, clients and job roles, each with different pay rates determined by market demand and client requirements.

Employees performing the same role for the same client are paid equally regardless of gender. Therefore, our gender pay gap does **not** arise from unequal pay for equal work.

Instead, the difference is largely influenced by the current distribution of male and female employees across different occupational sectors. Certain industries—such as logistics, construction, engineering, warehouse operations and HGV driving—continue to attract significantly more male workers than female workers. This imbalance in workforce representation contributes to the overall gender pay gap reported by the Company.

Our Ongoing Commitment

Icon People Recruitment Ltd remains committed to promoting gender equality throughout the organisation. We will continue to:

- Encourage greater female representation across all areas of the business.
- Support women in progressing into leadership and higher-paying positions.
- Promote equal opportunities in recruitment, training and career development.
- Ensure all employment decisions are based on merit, skills, qualifications and experience.
- Regularly review our pay practices to maintain fairness, transparency and compliance with UK employment legislation.
- Foster an inclusive working environment where every employee has the opportunity to achieve their full potential regardless of gender.

We recognise that creating a balanced workforce is an ongoing process and remain committed to continuously improving diversity, inclusion and equality across our organisation.