

# Gender Pay Gap Report

2025



## Introduction

ILG is a market leader in the provision of fulfilment and delivery services to the fashion, beauty and wellbeing sectors. At ILG, we aim to recruit and retain talent from all backgrounds, genders, ethnicities and abilities. We are committed to attracting a wide range of people into an industry that offers a broad range of opportunities for everyone through to the most senior levels.

This report covers the Government's gender pay gap reporting requirements, which compare the average hourly rates of pay of all men and women within organisations employing more than 250 people. This report presents the company's results for the snapshot date of 5 April 2025. As such, it includes hourly rates of pay at that date, as well as bonuses paid in the 12 months leading up to April 2025.



“At ILG, we are proud that 47% of our workforce are women, particularly in an industry that can sometimes be male dominated. While this is a positive reflection of our progress, we recognise there is more to do. Our focus remains on our commitment to fairness, and to continuing to build a more diverse, equitable and inclusive workplace.”

**Tom Ashley, CEO, ILG**



# Gender Pay Gap

The gender pay gap (expressed as a percentage of men's pay) shows the difference between the mean or median hourly rate of pay received by men and women.

- **The mean pay gap** is the difference between average hourly basic pay of men and women. It is calculated by adding together all hourly pay rates for each group and dividing by the number of employees in that group.
- **The median pay gap** is the difference between the midpoints in the ranges of hourly basic pay of men and women. It takes all salaries in the sample, arranges them in order and identifies the middle value.

The gender pay gap should not be confused with equal pay. Equal pay relates to the pay of individuals and requires that men and women doing the same or similar roles, or work of equal value, are paid the same regardless of gender.

A gender pay gap, by contrast, measures the difference in average pay between men and women across an organisation. Its existence does not automatically indicate discrimination or an equal pay issue.



# ILG Gender Pay Gap 2025

The mean gender pay gap excluding overtime for ILG is 10.53%, just below the UK average of 10.9% in 2025. The median gender pay gap (excluding overtime) for ILG is 0.85%, with both representing a slight increase on 2024.

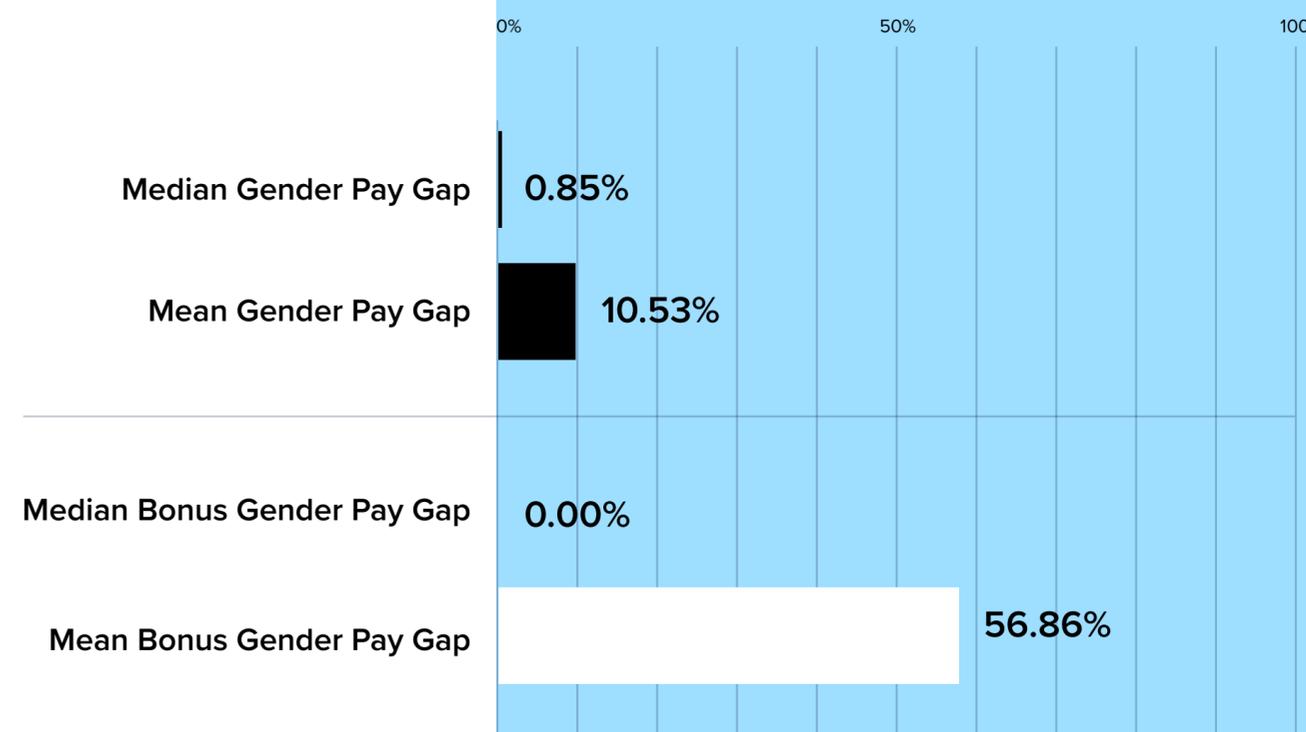
This median result for ILG of only 0.85% still compares very favourably with the ONS-published 2025 median pay gap rate of 12.8% for all employees and 6.9% for full-time employees. This is particularly pleasing given that the logistics and warehousing industry has historically been male-dominated, particularly at more senior levels.

At ILG, approximately 47% of employees self-identify as women, with women holding around 42% of manager or director roles.

The mean gender bonus pay gap for ILG has reduced to 56.86% compared to the previous year, and the median bonus pay gap remains at 0.00%. The mean bonus gap reflects the number of men in senior or sales-based roles who receive performance-related bonuses or commission, and the potentially higher proportion of men in warehouse middle-management or sales roles, which attract more regular bonus payments or similar incentives.

However, the median bonus figure again shows no gap; the most common bonus amount received was identical for both men and women.

## 2025 Results



## Receipt of Bonus

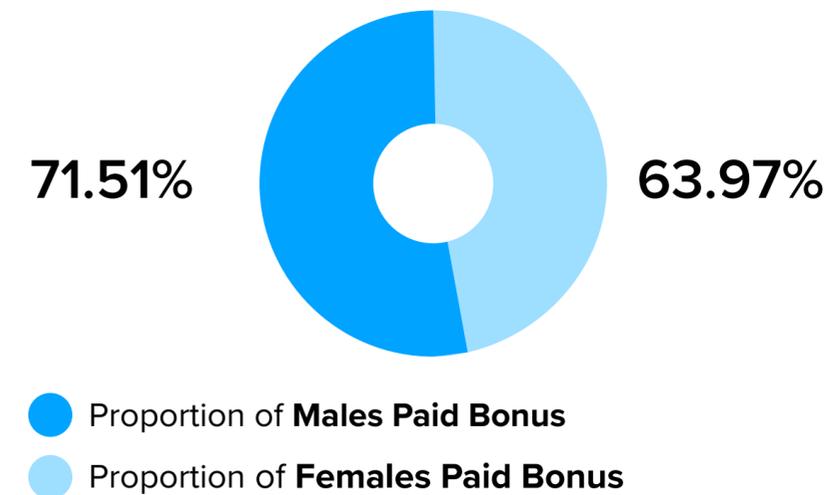
The percentage of employees receiving a bonus at ILG was 71.51% of men and 63.97% of women, indicating a slight change compared with the previous year, with a higher proportion of employees in both groups receiving a bonus.

## Proportion of Men and Women in Each Pay Quartile

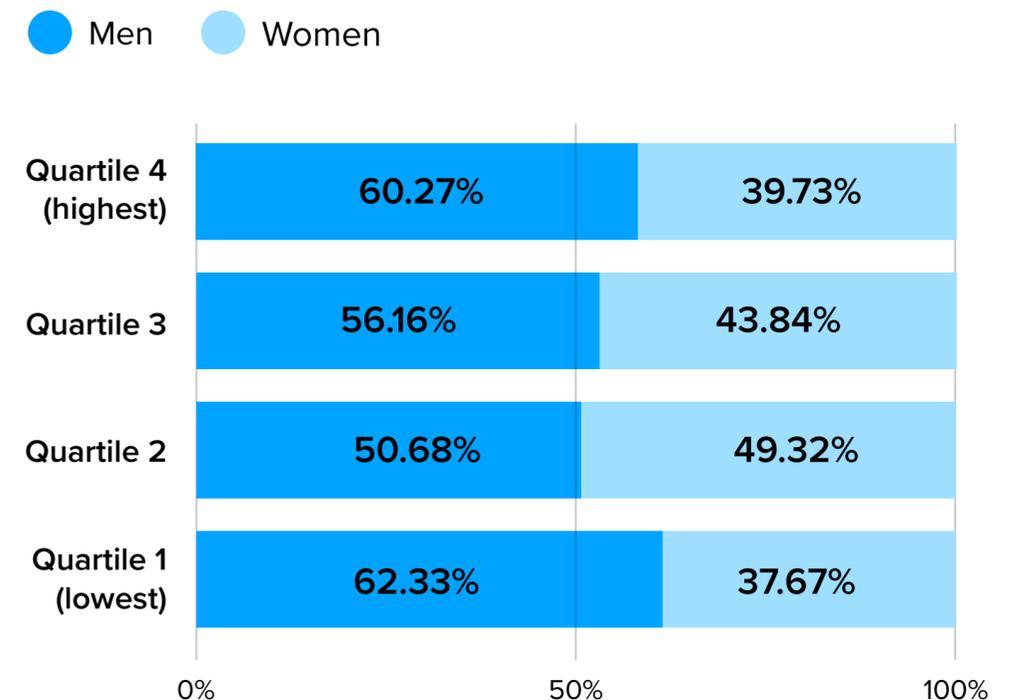
The data collected indicates that the representation of women remains at approximately 40% in our highest pay quartile and shows a similar result to last year in quartiles 2 and 3. We have, however, seen a slight increase in the number of men in entry-level roles, with 62% of these roles currently held by men.

Whilst we accept that there remains further work to do to ensure full equality, it is encouraging to see that women are strongly represented within our management teams and continue to grow within the business.

We remain committed to supporting progression, development and opportunities for all employees as we continue to build a diverse and inclusive workforce.



## Gender Per Quartile



# Conclusion

We believe that any gender pay gap is more likely to be related to the different roles carried out by men and women as they progress through the business. Whilst we are increasingly successful at recruiting and promoting women into ILG, we know we can always do more.

We remain committed to being an inclusive employer through:

- Maintaining, where possible, our approach to hybrid and flexible working, and aiming to introduce additional part-time or term-time options in the future.
- Introducing opportunities to help colleagues appreciate the challenges potentially faced by around 10% of our operational colleagues who have learning challenges or are neurodiverse. Alongside this, providing safeguarding training and appointing a safeguarding lead.
- Providing ongoing language support for employees whose first language is not English.
- Continuing the effective management and reporting of relevant metrics, in particular by gender and other strands covered under the Equality Act.
- Supporting our growing employee representative group, whose members provide feedback on improvement initiatives.

I confirm that this information is accurate at the time of publication.



**Kristine Pollock, Chief People Officer**

