



# Gender Pay Gap Report

Published April 2025\*

All big businesses in the UK are required to report annually on their gender pay gap.



# A message from John Roberts CEO

*AO is all about having the very best, passionate people working in a high-performance culture that is diverse, equitable and inclusive. This enables every AOer to flourish and support our customers, communities and partners to the best of their abilities.*

*Our long-term success depends on equity of opportunity where every AOer knows the sky is the limit in their career, regardless of gender, ethnicity, or other protected characteristics.*

*We have made significant progress in female representation at senior leadership levels over the past two years. By the end of 2024, 33% of our senior management and leadership roles are held by women, close to our target of 34%. We will continue to support women to look to a career in leadership through our Women in Leadership programme.*

*Monitoring our progress towards these goals helps us identify further actions to improve representation - especially in underrepresented fields like technology.*

***I confirm that the data published in this report is accurate.***

**John Roberts, Founder and Chief Executive Officer**



A handwritten signature in white ink, appearing to be 'JR', located in the bottom left corner of the page.

# Understanding pay gap reporting

Gender equality is really important to us, and we continue to look at things differently and identify ways we can work to further reduce our gender pay gap.

The legislation requires us to report our mean and median pay gap, bonus mean and median gap, the percentage of male and female AOers who received a bonus payment and the percentage of males and females in each pay quarter.

## What is the difference between gender pay and equal pay?

### Gender pay gap

A gender pay gap looks at the differences in pay between genders across groups of AOers irrespective of the work they perform.

One of the main reasons for the gender pay gap in our society is that men are statistically more likely to be in senior roles.

### Equal pay

Equal pay is paying males and females equally for work of equal value and work rated as equivalent. There has been legislation outlining equal pay obligations in the UK for over 50 years.

# How are the median and mean pay gaps calculated?

The median is the middle point of a range of numbers and the mean is the average of a range of numbers. How do we calculate this for gender pay gap reporting?

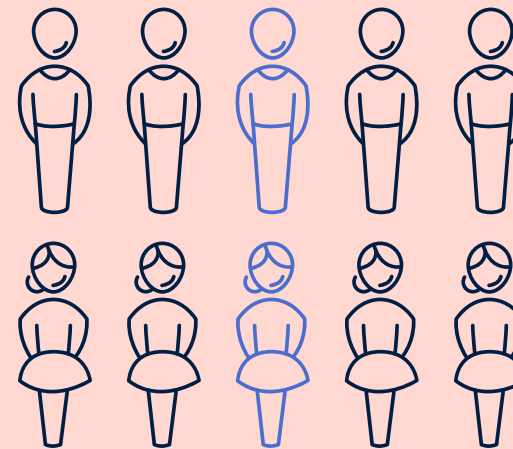
## Median pay gap

If all our male AOers stood in a line in order of lowest hourly rate earned to highest, and all female AOers did the same, the median pay gap (as a percentage) is the difference in pay between the middle AOer on the male line and the middle AOer on the female line.

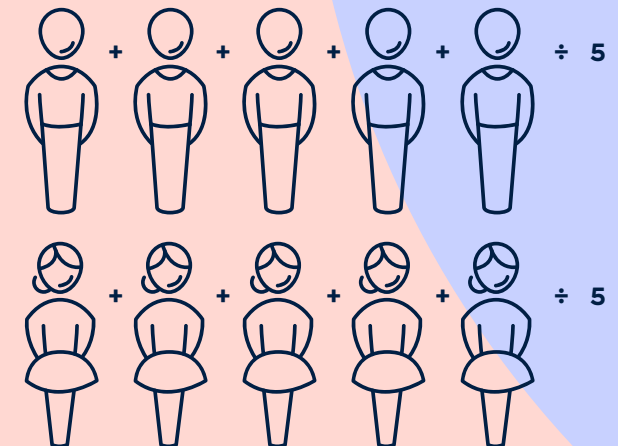
## Mean pay gap

If we add together all the hourly rates of male AOers and calculate the average and do the same for female AOers, the mean pay gap (as a percentage) is the difference in pay between the average male and female hourly rate.

Median pay gap



Mean pay gap



# How is the bonus gap calculated?

The mean and median bonus gaps are calculated in the same way as the gender pay gaps, as a percentage of the total male and female AOers in receipt of a bonus.

**At AO, our  
reward strategy  
is based on a  
gender-neutral  
approach to  
pay across  
all levels of the  
business.**

# Our 2024 results

For the 12 months ending 5th April 2024

Female representation across the overall Group has increased to 30% compared to 29% in the previous 2 years. Female representation at senior director level (WL5) continues to increase, rising from 31% in the previous year to 33%, while female representation at senior management level (WL3 & WL4), has reduced from 40% previous year to 33%.



# Percentage of males and females

## Group headcount by work level

2024	WL1	WL2	WL3	WL4	WL5	WL6
Female	576	148	24	8	4	0
Male	1389	286	45	16	8	2
Female representation	29%	34%	35%	33%	33%	0%
YOY comparison	+1%	+2%	-7%	-3%	+2%	-

## Headcount by Group business

2024 Full pay Equivalent	Group Overall	AO Retail Ltd	AO World Plc	Expert Logistics Ltd	AO Recycling Ltd
Female	760	363	110	251	36
Male	1746	396	174	987	189
Female representation	30%	48%	39%	20%	16%
YOY comparison	+1%	+3%	-1%	-%	-2%

Reference to Group overall data within the report denotes the combined data of each specified individual AO business.

Over 50% of our workforce are logistics or recycling-based frontline roles where it's challenging to attract female employees into manual jobs. We do however strive to raise visibility of female role models in manual positions to help to attract and retain females.

# Gender pay gap

## Median pay gap



## Mean pay gap



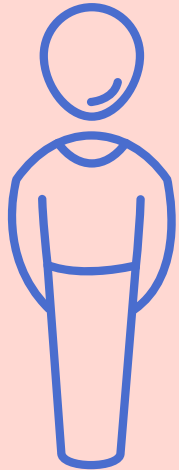
5% median pay gap compared to the national median pay gap of 13.1% (based on the Office for National Statistics' Annual Survey of Hours and Earnings 2024).

## AO gender pay gap by Group business

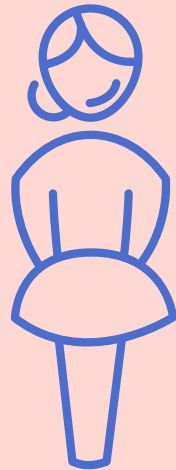
	Group Average	AO Retail Ltd	AO World Plc	Expert Logistics Ltd	AO Recycling Ltd
Mean Ordinary Gender Pay Gap	5%	15%	27%	9%	20%
Median Ordinary Gender Pay Gap	5%	18%	33%	7%	5%
Mean bonus Gender Pay Gap	42%	58%	78%	-118%	100%
Median bonus Gender Pay Gap	-519%	66%	23%	0%	100%



# Gender pay gap for bonuses



**36% of employed  
males received a bonus**



**44% of employed  
females received a bonus**

All of our bonus schemes are gender neutral by design.

All bonuses paid in the year up to 5 April 2024 are used for the calculation of the bonus gap. 2024 saw the removal of an attendance bonus scheme across the logistics business which reduced the number of people eligible to receive a bonus and impacts comparison to previous year bonus pay gap.

The median bonus gap is positive towards females, driven mainly by the high proportion of males in lower quartile pay roles. Conversely, the mean bonus gap is high due to the prevalence of males in senior, upper quartile paid roles.

## Median bonus gap



**-519%**



## Mean bonus gap



**42%**



A median bonus gap of -519% reflects that in the measurement period the median woman received a bonus that was over 6 times higher than the median man's bonus, reflecting that more females than males were in receipt of the AO Incentive plan bonus for Managers.

# Percentage of AOers receiving a bonus by gender

Group Average		AO Retail Ltd		AO World Plc		Expert Logistics Ltd		AO Recycling Ltd	
Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
36%	44%	69%	65%	15%	16%	32%	33%	4%	0%

## Pay quarters

Quartiles are our pay bands split into 4 equal bands from the lowest to the highest. The percentage of all male and female AOers within each pay level, or quartile are:

	Group Average		AO Retail Ltd		AO World Plc		Expert Logistics Ltd		AO Recycling Ltd	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Upper Quartile	70%	30%	65%	35%	73%	27%	91%	9%	95%	5%
YOY +/-	-1%	+1%	-2%	+2%	-1%	+1%	-	-	+3%	-3%
Third Quartile	77%	23%	54%	46%	69%	31%	84%	16%	77%	23%
YOY +/-	+2%	-2%	-5%	+5%	-4%	+4%	+1%	-1%	+9%	-9%
Second Quartile	62%	38%	48%	52%	66%	34%	82%	18%	84%	16%
YOY +/-	-8%	+8%	-2%	+2%	+9%	-9%	+2%	-2%	+1%	-1%
Lower Quartile	70%	30%	42%	58%	37%	63%	62%	38%	80%	20%
YOY +/-	+2%	-2%	-4%	+4%	-1%	1%	-3%	+3%	-7%	+7%





# Closing the gender pay gap

We want all AOers to bring their whole selves to work, unleash their full potential, and have a feeling of safety and belonging when they do. It's how we'll create a great place to work and contribute to a high-performing team.

## What we've done so far

- Levelled out gender representation at work level 3a, our most senior manager population, and improved female representation at senior leader level for a second year
- Introduced ED&I benchmarks to focus our equity initiatives and bring to life the role leaders can play in creating an inclusive environment for their teams
- Audit rating against these benchmarks evidences our intent is matched by our outcomes
- Internal diversity networks are credible and contributing to shaping AO culture
- Launched AO Women Into Leadership programme, designed to inspire, connect and develop future leaders
- Women represent 50% of learners pursuing STEM apprenticeship qualifications
- Launched the EMPOWER programme for high-performing, high-potential senior women
- Introduced a Women's Health policy and peer to peer advocacy support network
- Endometriosis Friendly Employer partnership to support women at work and identify any barriers women's health problems can have at work

## What we will be doing

- Invest in AO Women in Leadership programme launched in 2024, enabling confidence and fluency in topics that will drive greater female representation
- Broaden our experiential learning to help managers and AOers experience difference and learn how to remove barriers to opportunities for women at work
- Be intentional in our career path support for top performing females
- Champion women into tech careers
- AO health passport to proactively recognise, support and remove barriers to reasonable adjustments at the earliest opportunity
- Elevate sponsorship of our 4 active inclusion networks, amplifying the voices of minority communities within AO that helps us drive greater inclusion
- Gain Menopause Friendly Employer accreditation, working with our Women's Health Group to introduce a menopause guide



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The reference date for the statistics disclosed in this report is 5th April 2024.