

# ASCO UK Limited

## Gender Pay Gap Report 2025



ASCO is a leading full-service logistics, materials and operations management specialist. We advise and orchestrate safe, optimized operations for a global customer base across energy, utilities, metals, defence and other critical industries.

This gender pay gap report is based on data as at 5<sup>th</sup> April 2025. At this date ASCO employed 969 staff in the UK in a wide range of roles including quayside, warehouse, transportation, marine, shipping and support services. Our workforce is 79.6% male and 20.4% female.

### Mean and Median Gender Pay Gap

The gender pay gap shows the difference in average pay between male and female employees regardless of the work they perform. It is defined as the difference between men's and women's hourly earnings and is expressed as a percentage of men's earnings. It should not be confused with equal pay.

- The **median** compares the midpoint in the range of average hourly rates for a woman with the midpoint of the men when all values are distributed from low to high.
- The **mean** measures the average hourly pay for a woman against the average hourly pay for a man. This gives an overall indication of the gender pay gap by taking all hourly rates of pay divided by the total number of people

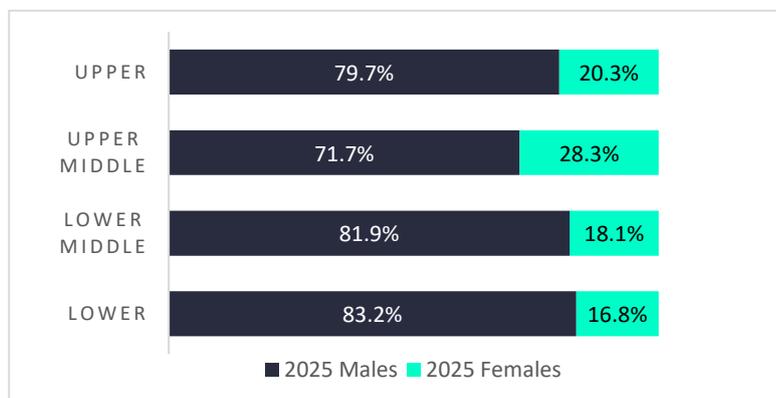
Difference between men and women		
	Median	Mean
2025 Pay Gap	-6.5%	-1.5%

The average UK median gender pay gap in 2025 was 12.8% in favour of men. In contrast, the ASCO median gender pay gap for the same period shows that women earn 6.5% more than men.

ASCO's mean gender pay gap indicates that women earn 1.5% more per hour on average than men. This means that for every £1 earned by a man, a woman earns £1.015. The mean gender pay gap at ASCO has steadily improved since reporting began in 2017, reflecting continued progress over time.

### Proportion of men and women in each pay quartile

The graph below illustrates the gender distribution in four equal sized pay quartiles, which broadly reflects the overall gender composition of the workforce.



## Bonus Gap

The bonus data includes all bonuses such as long service awards, attendance bonuses, referrals and the performance bonus for senior management in the 12 months up to 5<sup>th</sup> April 2025.

Difference between men and women		
	Median	Mean
2025 Bonus Gap	-35.5%	21.7%

The mean bonus for men is 21.7% higher than for women, while the median bonus for women is 35.5% higher than for men. This variation is largely influenced by a higher proportion of men in senior roles including the Board and Executive Leadership Team who are eligible for the management bonus scheme. As these roles attract higher bonus payments, they have a greater impact on the mean bonus figure.

## Proportion of men and women receiving a bonus



## Addressing the Gap

At ASCO, we are committed to ensuring pay equity for all employees. While our organisation continues to maintain balance, we recognize that the energy sector as a whole still faces challenges in achieving gender diversity, especially in senior positions. Increasing the representation of women in leadership remains a priority across the industry.

Key areas of focus include:

- Working with industry partners to make the sector more attractive as a career path for women.
- Providing equal opportunities for career development and progression for all employees.
- Engaging with the Scottish Leaders Mentoring Scheme to connect senior leaders with female professionals.
- Promoting inclusive recruitment partnerships, such as gender-neutral language, diversifying advertising channels, and balanced candidate shortlists. We continue to prioritise mixed-gender shortlists, diverse interview panels, and proactively encouraging female applicants across all roles.
- Regularly reviewing pay and promotion process to support women's advancement and help reduce the gender pay gap at senior levels.
- Sustaining pay equity across all roles within ASCO
- Enabling our Equality, Diversity, and Inclusion Committee to recommend and oversee initiatives that foster gender balance.

## Declaration

I confirm the gender pay gap data contained in this report is accurate and has been produced in accordance with the regulations.

**Mike Pettigrew**  
Group CEO