



# Gender Pay Gap Report 2017

It's all about the people

# About us

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Founded in 1934, we are one of the UK's leading suppliers of specialist waste management solutions, offering a diverse range of services to householders and businesses nationwide.

Our in-house transportation network enables us to collect most types of hazardous and non-hazardous waste streams from most locations, whilst our treatment and recovery centres utilise bespoke technology to wherever possible treat, recover and recycle the waste that we collect. As was the case in 1934, we remain a family-owned business to this day.

Based from our head office near Fareham, Hampshire we operate over 20 facilities stretching from Cornwall to Kent and up to Manchester and Middlesbrough in the north with a team of drivers, operatives and specialist consultants working together throughout the UK.

We are strongly motivated by the goal of diverting waste from landfill, recovering and recycling as much as possible from the waste streams that we handle.

## **Our mission statement:**

To grow a sustainable, innovative and prosperous business while maintaining a high level of commitment to customers, shareholders, employees and the environment.

## **Our core values:**

- Customer Service
- Innovation
- People
- Heritage

# What is a gender pay gap?

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From April 2017 the government introduced gender pay gap reporting for all companies with more than 250 employees on the snapshot date of 5th April. As the CSG group employed over 250 people on this date we are proud to comply with The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and publish our data.

The gender pay gap measures the differences in average pay of male and female employees, irrespective of job role or seniority. This is different to equal pay which looks at the differences between male and females performing the same or similar work, or work of equal value.

**This is our report for the snapshot date of 5 April 2017.**

# CSG's gender pay gap

The mean gender pay gap for CSG is:



The median gender pay gap for CSG is:



# How does our pay gap compare?

The vast majority of organisations have a gender pay gap, and we are pleased to be able to say that CSG's gap compares favourably with that of other organisations.

The mean gender pay gap for the whole economy (according to the October 2017 Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) figures) is 17.4%.

The median gender pay gap for the whole economy (according to the October 2017 ONS ASHE figures) is 18.4%.

	CSG	Whole Economy (2017 ONS ASHE)
Mean Gender Pay Gap	8.8%	17.4%
Median Gender Pay Gap	3.8%	18.4%

# How is the gender pay gap calculated?

Using the calculations set out in the gender pay gap reporting regulations, we have taken pay data from our entire business. This data includes many different roles that bring a variety of rates of pay, but it excludes the non-executive directors pay.

To calculate the median pay gap we listed the hourly pay rates from lowest to highest. The median gender pay gap is the difference in pay between the female in the middle of the list and the male in the middle of the list.

The mean gender pay gap shows the difference in average hourly rate of pay between men and women. This is affected by the different numbers of men and women in different roles.

We have also calculated the percentage of men and women in each pay quartile. Quartiles are calculated by listing the rates of pay for each employee from lowest to highest and splitting them into four equal-sized groups and calculating the percentage of males and females in each group.

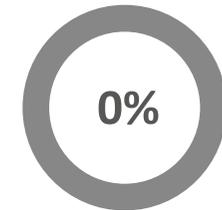
Calculations of mean and median pay, and quartile pay bands are based on data from 5 April 2017 only, including ordinary pay and bonus pay.

Calculations of mean and median bonus pay use bonus pay from the twelve months ending on 5 April 2017.

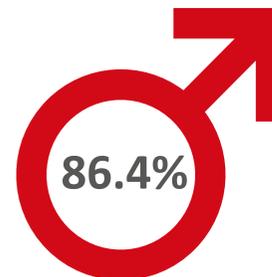
**The mean gender bonus gap for CSG is:**



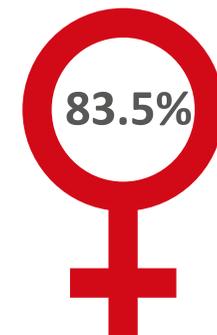
**The median gender bonus gap for CSG is:**



**Male employees in CSG that are receiving a bonus:**



**Female employees in CSG that are receiving a bonus:**



# Gender pay gap background

Across the UK economy as a whole, men are more likely than women to be in senior roles (especially very senior roles at the top of organisations), while women are more likely than men to be in front-line roles at the lower end of the organisation.

In addition, men are more likely to be in technical roles, which attract higher rates of pay than other roles at similar levels of seniority. Women are also more likely than men to have had breaks from work that have affected their career progression, for example to bring up children.

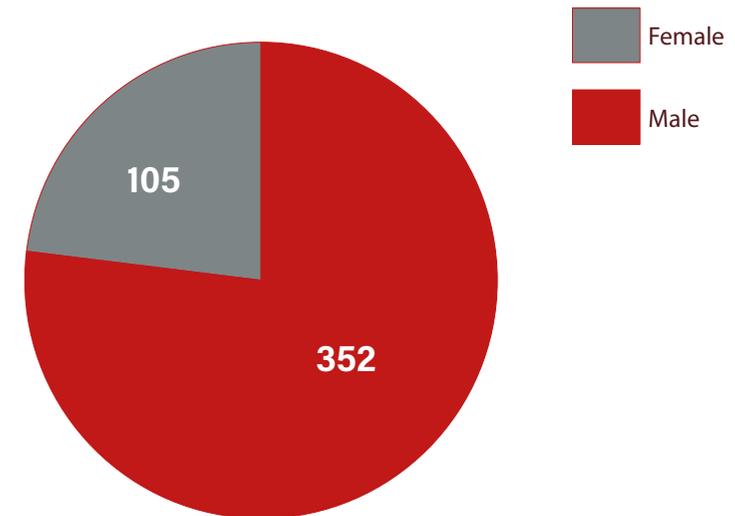
Women are also more likely to work part-time, and many of the jobs that are available across the UK on a part-time basis are relatively low paid. This pattern from the UK economy as a whole is reflected in the make-up of CSG's workforce with the majority of senior manager roles being held by men.

This may be indicative of the waste management industry, with a larger number of male employees than females making up the CSG workforce.

At the snapshot date of 5th April 2017, we had 105 female employees and 352 male employees.

Under the law, men and women must receive equal pay for:

- The same or broadly similar work;
- Work rated as equivalent under a job evaluation scheme; or
- Work of equal value.



CSG is committed to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability.

CSG has a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or any other characteristic set out above).

As such, it:

- Carries out pay and benefits audits at regular intervals;
- Evaluates job roles and pay grades as necessary to ensure a fair structure.

## Gender pay gap background cont'd

CSG is therefore confident that its gender pay gap does not stem from paying men and women differently for the same or equivalent work. Rather its gender pay gap is the result of the roles in which men and women work within the organisation and the salaries that these roles attract.

This can be seen below in the table depicting pay quartiles by gender. This shows CSG's workforce divided into four equal-sized groups based on hourly pay rates, with Band A including the lowest-paid 25% of employees (the lower quartile) and Band D covering the highest-paid 25% (the upper quartile). In order for there to be no gender pay gap, there would need to be an equal ratio of men to women in each Band.

Band	Males	Females
A - Lower Quartile	69.3%	30.7%
B - Lower Middle Quartile	76.5%	23.5%
C - Upper Middle Quartile	82.5%	17.5%
D - Upper Quartile	80%	20%

The figures set out above have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

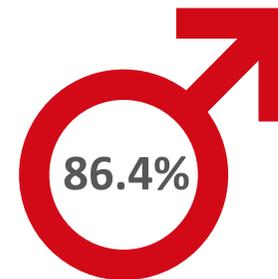
## The gender bonus gap

The mean gender bonus gap for CSG is 51.8%; this is due to more males working in senior roles that attract a bonus. However, if the directors are removed from the calculation the mean gender bonus gap for CSG is 17.9%.

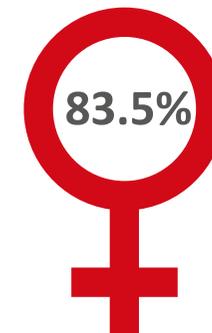
The median gender bonus gap for CSG is 0.0%; this is due to an annual Companywide bonus scheme.

The proportion of men at CSG who received a bonus in the 12 months up to 5 April 2017 was 86.4%, while for women this was 83.5%. This again reflects our annual Companywide bonus scheme.

**Male employees in CSG that are receiving a bonus:**



**Female employees in CSG that are receiving a bonus:**



## What is CSG doing?

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While CSG's gender pay gap compares favourably with that of organisations across the whole UK economy, this is not a subject that CSG is complacent about, and it is committed to doing everything that it can to reduce the gap.

However, CSG also recognises that its scope to act is limited in some areas - it has, for example, no direct control over the subjects that individuals choose to study or the career choices that they make.

The steps that CSG will take to promote gender diversity in all areas of its workforce include:

**Creating an evidence base:** To identify any barriers to gender equality and inform priorities for action. This will include:

- The proportions of men and women applying for jobs and being recruited.
- The proportions of men and women applying for and obtaining promotions.
- The proportions of men and women leaving the organisation and their reasons for leaving.
- The numbers of men and women in each role and pay band.
- Take-up of flexible working arrangements by gender and level within the organisation.

These initiatives will not remove the gender pay gap - and it may be several years before some have any impact at all. In the meantime, CSG is committed to reporting on an annual basis on what it is doing to reduce the gender pay gap and the progress that it is making.

## Directors' statement

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I, Neil Richards, Managing Director, and I, Steve Hicks HR Director both confirm that the information in this statement is accurate.



**Neil Richards**  
Managing Director



**Steve Hicks**  
HR Director



**Date:** 28/03/2018