

Gender Pay Gap Report Commentary

At EMR, we are committed to fostering a diverse and inclusive workplace where everyone has equal opportunities and where equal work is rewarded with equal pay.

Key observations from figures released 5th April 2025

This year's data shows a reduction in the overall mean and median gender pay gaps, as well as the mean and median bonus gaps. There has also been an increase in the percentage of women in the upper quartile of earners.

Workforce composition

66% of our colleagues work in site-based operational roles, which are of a heavy industrial nature, and currently 94% of those roles are held by males. Across the rest of the business, 31% of colleagues are female. There has been a small increase in the overall percentage of females included in the snapshot data from 14.7% in April 2024 to 15% in April 2025.

Factors that continue to influence the statistics

- **Living Wage inflation:** EMR's commitment to be a Real Living Wage employer continues to disproportionately affect colleagues who are in site-based, operational roles which are predominantly male.
- **Bonuses:** For site-based, operational colleagues, this is an extra week of pay, which aligns with Living Wage increases. For salaried colleagues, the bonus is a fixed amount determined by a profit share, alongside personal performance.

Looking ahead

We recognise that representation of women in our industry remains low, but we are determined to promote and enable diversity. We believe this makes our business stronger. Challenging stereotypes around industrial roles remains a priority, and we'll continue to highlight the success of our colleagues and create pathways that bring more diversity of thought and experience into our business.

In 2026, our focus will be on five key areas:

1. **Focused recruitment:** We are focused on attracting a more diverse workforce through continuously improving recruitment practices, including role advertising, interview structure and training. We use robust data sets to provide ongoing focus and uncover areas of conscious and unconscious bias.
2. **Career pathways:** We'll keep breaking down barriers for female applicants. Our Early Careers programme is already showing promise, with around 40% of new enrolments being women.

3. **Colleague experience:** We're carrying out in-depth research into our colleague's individual experiences at EMR so that we can make positive changes to company-wide culture, behaviours and facilities – as well as provide tailored support – enabling everyone to thrive.
4. **Tailored benefits:** We're committed to making our industry more attractive and accessible to women, with initiatives such as flexible working, enhanced family leave and personalised wellbeing support.
5. **Brand & image:** While the recycling industry may be known for hi-viz and heavy machinery, it's also an industry making a positive daily impact on the environment and society. Our colleagues are the heroes of our environmental story, helping to create a real passion and purpose in the business.

We remain committed to increasing diversity and equality at EMR, as part of our wider mission to be a safe, great place to work for all.

Chris Sheppard
Group CEO

GENDER PAY GAP REPORTING: SNAPSHOT DATE 5 APRIL 2025

- i) The mean overall gender pay gap based on hourly rates of pay;

Male mean rate of pay = £20.25 per hour

Female mean rate of pay = £18.85 per hour

Overall mean gender pay gap = 7.43%

- ii) The median overall gender pay gap based on hourly rates of pay;

Male median rate of pay = £15.73 per hour

Female median rate of pay = £14.53 per hour

Overall median gender pay gap = 8.26%

- iii) The proportions of male and female employees in quartile pay bands;

By splitting the employee numbers into four segments, this gives:

	No of Men	No of Women	
Upper quartile	402 (84.10%)	76 (15.90%)	478
Upper middle quartile	443 (92.68%)	35 (7.32%)	478
Lower middle quartile	429 (89.94%)	48 (10.06%)	477
Lower quartile	349 (73.17%)	128 (26.83%)	477

- iv) The mean gender bonus gap;

Male mean bonus = £4601.25

Female mean bonus = £2022.80

Overall mean bonus gap = 43.96%

- v) The median gender bonus gap;

Male median bonus = £705.37

Female median bonus = £653.77

Overall median bonus gap = 7.32%

- vi) The proportions of male and female employees receiving bonuses

1500/1734 male employees received a bonus = 86.51%

271/312 female employees received a bonus = 86.86%