



Gender Pay Gap - Report 2019

Our business

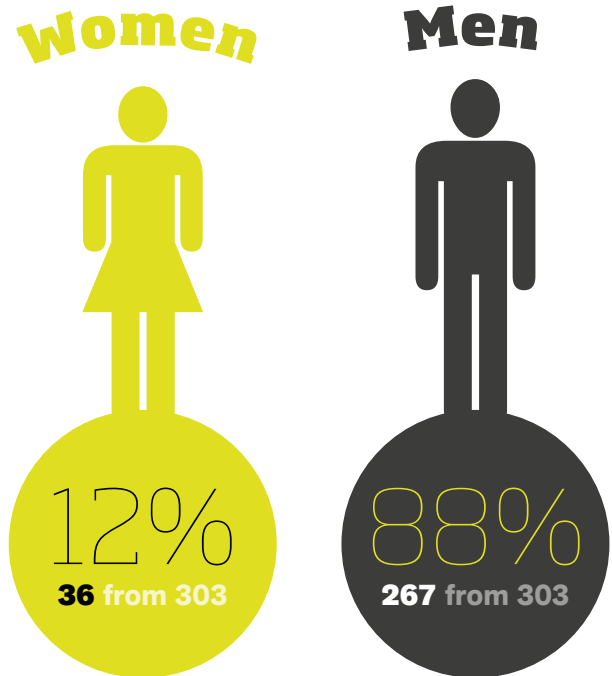
Recycling Lives Ltd is an industry-leading recycling and waste management business now employing 370 people at recycling sites nationwide.

We are one part of the Recycling Lives Group, comprising four recycling and waste management businesses offering a range of services for recycling scrap metals, scrap cars, plastics, general waste and waste electrical and electronic equipment.

All Recycling Lives businesses support social programmes, which are **rehabilitating offenders, supporting the homeless and redistributing surplus food**, delivered by Recycling Lives social enterprise and charity.

We are the only Recycling Lives Group enterprise to employ more than 250 people, making it a legal obligation to report on our gender pay.

This report covers the gender split and pay gap of our employees for the snapshot date of April 5 2018, when we employed 303 people.



The Gender Pay Gap

The Gender Pay Gap is a measure of the difference in average earnings between men and women.

Under The Equality Act, employers with more than 250 staff are now legally obliged to report on their gender pay gap.

This is not the same as equal pay, which ensures men and women are paid equally in equal roles regardless of gender.

Median – The median figure is found by listing all the rates (whether for salaries, hourly rates or bonuses) in order of lowest to highest and selecting the middle number. The median gap is then found by calculating the difference between the male and female median figures.

Mean – The mean figure is found by adding up all of the rates (whether for salaries, hourly rates or bonuses) then dividing the total by the number of results in the list. The mean gap is then found by calculating the difference between the male and female mean figures.



Our findings

Median gender pay gap

8%



The difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees

Median bonus gap

-2%

The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees

Bonus proportions

 68.5%
 64%

The proportions of male and female employees who were paid bonus pay during the relevant period

Quartile pay bands:

	Lower	Lower middle	Upper middle	Upper
Men	91%	80%	92%	89%
Women	9%	20%	8%	11%

The proportions of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands

Mean gender pay gap 13%

The difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees

Mean bonus gap 13%

The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees



Our Gender Pay Gap

Our gender pay gap stands at 8% [median].

The key contributing factor to our gender pay gap is that men make up the vast majority of employees – around nine of out of every 10 in our team are men.

This is reflective of the type of industry in which we work, which, statistically speaking, attracts far more men than women.

Nationally, women are far less likely to work in process, plant or machine operative occupations than men – 4% compared to 29% of men¹.

80%

¹ *Women and the Economy*, House of Commons Briefing Paper, March 2017



Our commitment

At Recycling Lives Ltd we recognise the value of having a diverse workforce and pride ourselves on open, fair processes for recruitment, development and progression. These are ingrained values central to our unique business model.

We are already making progress to reduce the gender pay gap in our business. Since the snapshot date used to glean data for this report, we have closed the gap by 2% thanks to a number of development programmes and cultural shifts.

Developing our talent

Our many programmes to upskill staff - for example, a Master Drivers course to develop HGV drivers - have allowed a number of our women to progress, with some increasing individual earnings by up to 24%.

Through both external hires and internal development an increasing number of our managers and senior leaders are women, including our Transport Manager, an Operations Manager, a Regional Site Manager and our Head of HR.

Growing numbers of women are working in

operational jobs, traditionally “male roles”, including crane drivers, HGV drivers and plant operators.

Our work with Recycling Lives Social Enterprise to train and employ those it supports in women's prison HMP Styal has created opportunities to deliberately grow the numbers of women in operational roles.

Improving working practices

We are increasingly authorising flexible working practices, allowing parents to manage work and childcare. These benefit our men and women equally, as we have had more fathers taking up Shared Parental Leave to extend their paternity leave in the last 12 months.

We know there is more we can do.

We are now looking at improving our already very open recruitment process, providing unconscious bias training for our HR team and hiring managers. And we are developing our practices around supporting women returning from maternity leave, including introducing phased returns to complement our existing practices of maintaining regular contact throughout maternity leave.





“Ours is an organisation with deep-rooted values of equality of opportunity.”

“This is traditionally around creating opportunities for vulnerable groups - ex-offenders, the homeless and the long-term unemployed - to access training and housing and eventually move into work, most often with our business.

“However, it means we have developed a fair, open and non-discriminatory recruitment process which extends to employing, training and developing women in what is a traditionally male industry.

“We have a growing number of women working right across the business, both in ‘traditional’ and ‘non-traditional’ roles. Our HR and finance teams have many women in them, but so too do our transport and operational teams.

“This has happened both organically and by design – many of our women, particularly in senior positions, have been attracted to the business for its social values, while others have joined through the programmes themselves.

“But we don’t only want women in operational or office roles - it’s great to see a growing number of women making up our leadership team and it’s our ambition to have a woman on the Board.

“We have a growing workforce overall as we create jobs and improve roles through our rapid growth. By having more women join the team, offering opportunities for development to our existing staff and ensuring everyone can have a healthy work life balance, we’re working to close the gap.”

A handwritten signature in white ink, appearing to read 'W. Fletcher', written in a cursive style.

William Fletcher

Chief Executive, Recycling Lives Ltd