

# Urbaser Ltd Gender Pay Gap Report 2017

At Urbaser Ltd, we believe in creating a diverse and gender balanced workforce which reflects the customer and communities we serve and ensures our people can be their best selves at work.

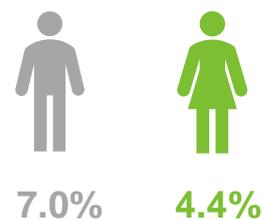
Gender Pay Gap is distinct from Equal Pay. Equal Pay is the difference in pay between men and women in the same or comparable roles. At Urbaser men and women in like for like roles are paid equally. We believe in job opportunities for everybody regardless of gender. But we can and should, challenge ourselves to be more inclusive.

We want to create a truly inclusive culture and have a willingness to be 'straight up' and have a debate about some issues which, even today, there is no simple answer for.

## Gender pay & bonus gap

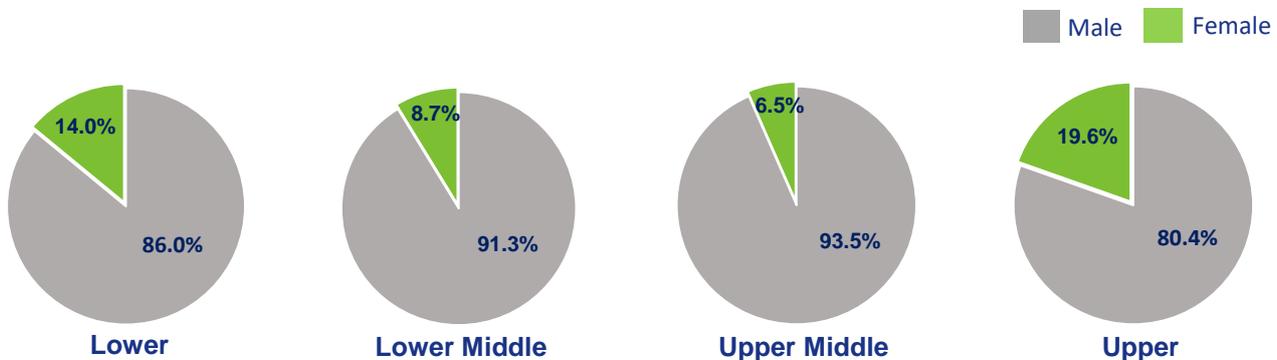
	Mean	Median
<b>Gender Pay Gap</b>	<b>-3.1%</b>	<b>-3.8%</b>
<b>Gender Bonus Gap</b>	<b>86.8%</b>	<b>50.0%</b>

## Proportion of employees receiving a bonus



## Pay Quartiles

In the 2017 reporting period, Urbaser has 402 employees, with an overall gender split of 88.8% male and 11.2% female. The following is the proportion of males and females in each pay quartile:



## Analysis

Urbaser Ltd is currently a male dominated company (88.8%), indicative of the traditional male role of the refuse operative. The hourly rates for our male employees encompass both the lowest rates (operatives) and the highest rates (senior managers).

Most of our employees who are paid at the National Living Wage rate and just above are male.

The majority of our females fall into either the Lower or the Upper Quartile. The reason for this is that many of the relatively lower paid administrative roles are carried out by females, however females are also well represented in the Upper Quartile as they undertake many of the qualified or specialist roles (accountants/HR/PA etc).

All the above has resulted in a wide range between the lowest and highest hourly rates in the Upper Quartile.

Consequently, despite all our senior managers being male, the overall gender pay figures show that our females are paid slightly more than our males.

The bonus payments include larger performance-based bonuses for the Contract Managers and smaller commission type bonuses for some supervisors. Overall only two females received a bonus, this being the commission type bonus, therefore creating a large gender bonus pay gap.

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We know that our gender pay gap is not an issue, but down to lack of female representation in certain roles, including STEM roles and leadership.

How will we make a difference?

## **Attract and nurture the widest possible female talent pool**

- Continue to attract women to develop and take STEM (science, technology, engineering, maths) careers.
- Introducing positive action in recruitment, ensuring 1:3 women on shortlists for roles.

## **Equip and empower our leaders to own and drive inclusion**

- Bringing women leaders together for career development.
- When looking at pay within each of the pay quartiles, we know that a difference of less than 4% exists between men and women.
- Launching an internal mentoring programme.

## **Make inclusion a normal part of who we are and what we do**

- Setting ourselves ambitious measures to hold us to account around our gender aims.
- Making sure that every policy, procedure and piece of line manager guidance encourages inclusive ways of working.