

GENDER PAY GAP REPORT 2020/2021



Overview

Cory Group is committed to being an employer of choice and making recruitment and promotion decisions based on people's abilities and potential.

As at April 2021, our gender pay gap, as measured by the mean, is favourable, with women receiving %2.8 more pay than men, however, the gap as measured by the median, is %16.1 in favour of men. This is predominately caused by the demographics represented within the wider engineering and waste management sectors. While reducing this gap is a challenge, we continue to review and monitor the diversity

of our organisation as we believe that having a diverse workforce will continue to many benefits to our industry. Cory continues to enjoy excellent retention of its employees with a labour turnover rate of less than %5. This means that opportunities to change the gender makeup of the organisation continue to be a long-term commitment.

What follows is our statement as to the status of our remuneration as at APRIL 2021.

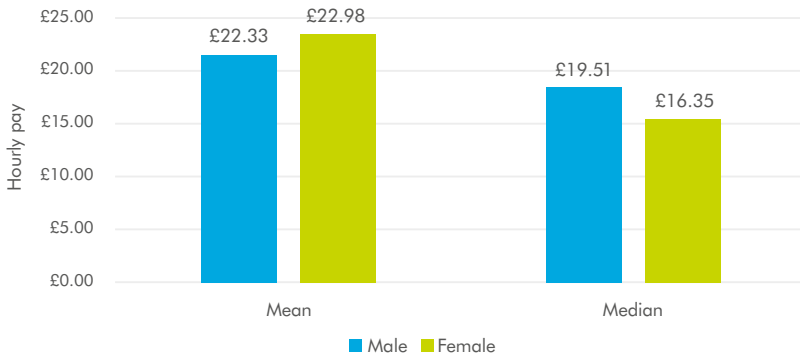
Highlights and observations are as follows:

- When using the measurement of mean hourly pay, women continue to be paid higher hourly rates on average, by almost 3%. More women continue to receive a higher bonus on average than men.
- To recognise the extraordinary efforts made during the Covid-19 response, the Group paid all employees except the executive leadership team a bonus of £1000. In addition to this, Cory pays an additional bonus based on role. Due to the roles undertaken by women at Cory, female employees more likely to be eligible to receive this bonus and continue to receive a higher bonus on average than male employees.
- Since we last reported, the percentage of the workforce that is female has increased from 10% to 12%.
- The Group's gender split reflects many other similar organisations. For example, in support roles (HR, Legal, Finance, HSEQ and IT) we have a higher female representation, which tend to pay more than operational roles. Our challenge is to continue to recognise and aim to address the societal norms and biases that create a gender imbalance in all roles but especially operational roles. While we are seeing an increase in women performing these roles at our sites, we are aiming to further improve representation through our Diversity, Equal Opportunities and Inclusion Policy.
- Female employees are represented at all levels in the organisation. Cory's Executive Leadership Team comprises 25% women.
- Our HR team ensures that all our recruitment adverts are gender neutral and considers the most appropriate forums to advertise to attract a diverse range of applicants.
- We maintain a regular presence on social media and widely publicise any activity the organisation participates in with regards to science, technology, engineering and maths (STEM).
- Cory continues to make significant efforts to raise awareness of the benefits of education and careers in the STEM fields. Our employees have actively supported many events, partnerships and activities which actively target female participation, such as:
 - o The development of an education partnership with Crossness Pumping Station to promote engineering careers to year 8 school children.
 - o Bexley Eco-Fest, working with London Borough of Bexley and staff and students at London South East Colleges.
 - o Presentations on careers in our industry to students at various schools, colleges and universities.
 - o Support for the industry-led Industrial Cadets award.
 - o Funding local charities and community groups through Cory's Community Fund, with a view to forming long-term partnerships to identify possible apprentices.

Findings

The following data outlines Cory’s position in relation to its gender pay gap as at 5 April 2021 and fulfils its legal requirement to comply with the gender pay gap reporting regulations.

Mean & median gender pay gap



Mean Gender Pay Gap: -2.8% (2019/2020: -9%)

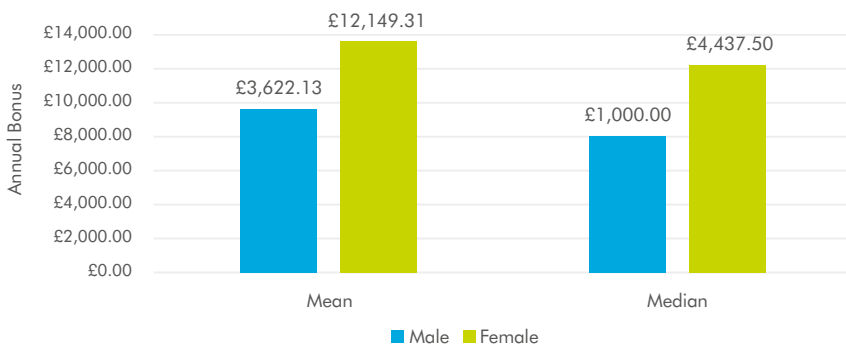
Median Gender Pay Gap: 16.1% (2019/20: 15.77%)

The table above shows our overall mean (average) and median (the salary in the midpoint of our salary distribution) gender pay gap based on hourly rate of pay.

The negative mean gender pay gap indicates that the average pay for women is higher than the average hourly

rate for men across the Group. This can be explained because we have many more male workers than female workers, especially in operative roles, and females are better represented in senior support roles which are typically paid higher.

Mean & median bonus gender pay gap



Mean Bonus Gender Pay Gap: -236.42% (2019/20: -41%)

Median Bonus Gender Pay Gap: -343.75% (2019/20: -53.8%)

The table above shows that bonus payments within the Group were on average higher for female employees for the 12 months ending in April 2021. This is a result of more women

being in roles that are eligible to receive a higher bonus than average than male employees.

Proportion of male and female employees receiving a bonus payment:



All employees received a bonus.

2019/20: 7% of males received a bonus and 17% of females received a bonus.

Proportion of males & females in each quartile band

	Male	Female	Total	Female	Male
Lower Quartile	65	13	78	17%	83%
Middle Lower Quartile	70	8	78	10%	90%
Middle Upper Quartile	75	3	78	4%	96%
Upper Quartile	67	12	79	15%	85%
Total	277	36	313	12%	88%

This data shows the male / female split of our workforce in each pay quartile.

These proportions have not changed significantly since gender pay gap reporting began in 2017.

Broadly, the proportions are not dissimilar to the composition of our overall workforce (88% male, 12% female).

Supporting Statement

What Next?

Cory will continue to build on our existing efforts over the next 12 months and beyond. We will:

- Continue to support a safe and healthy working environment so that all individuals at Cory can work to their full potential.
- Continue to support women through our maternity and menopause policies. In 2021, Cory introduced an updated approach to supporting employees through menopause. This included a new policy, which provided guidance for employees and managers, and signing the Menopause Workplace Pledge.
- Continue to uphold our Diversity, Equal Opportunities & Inclusion policy which recognises the value of diversity and promotes an inclusive workplace culture.
- Further develop our series of diversity and inclusion initiatives across the business.
- Continue to uphold Cory's Flexible Working policy which, subject to business requirements, gives staff the ability to have flexible working arrangements. This is especially important during the Covid-19 pandemic.
- Review and measure the impact of the improvements made to our maternity and paternity policies.
- Continue to ensure that our open days and careers events are targeted at all local schools to enable young women and men to have an opportunity to see the work we do and consider STEM fields as career paths.
- Widen our apprentice intake, ensuring, where appropriate, that 'blind' recruitment is used.
- Monitor our gender pay gap on a regular basis at Executive Leadership Team level and annually at Board level.

I confirm that the published information is accurate.



Toby Warren
Director of HR

Legal Statement

Cory is the trading name for each of the companies within the Cory Group, comprising Cory Topco Limited (registered company number 11385842) and its subsidiaries including Cory Environmental Holdings Limited, Cory Environmental Limited, Riverside Resource Recovery Limited, Riverside (Thames) Limited and Cory Ship Repair Services Limited.

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