



# GENDER PAY GAP REPORT 2024

LEADING INDUSTRY CHANGE FOR THE BENEFIT OF THE PLANET



# A MESSAGE FROM OUR FINANCE DIRECTOR

“As Finance Director, I understand the importance of transparency and accountability in all our business practices, especially when addressing gender pay equality. The gender pay gap landscape in the UK continues to evolve, with some progress being made. However, industries like waste management and haulage still face significant challenges in achieving gender parity. These challenges are rooted in long-standing stereotypes and barriers that have historically limited female participation in these sectors.

At the NWH Group, we acknowledge these challenges and are dedicated to overcoming them. We believe in fostering a diverse and inclusive environment, where equal opportunities are available to all individuals, regardless of gender. Our commitment spans all roles within the organisation, from operational staff to leadership positions.

We recognise that meaningful change in male-dominated industries requires focused and ongoing effort. As we work towards reducing the gender pay gap, we have introduced initiatives aimed at attracting, retaining, and promoting female talent. We focus on recruitment strategies that prioritise merit and potential, ensuring that opportunities are open to a diverse pool of candidates. Our comprehensive training and development programs support the professional growth of all employees, helping them excel in their roles and advance within the company.

Creating an inclusive workplace culture is fundamental to our mission. Through mentorship, awareness campaigns, and employee resource groups, we work to ensure that everyone feels valued, respected, and supported. We also collaborate with industry partners, educational institutions, and policymakers to champion gender diversity and equality in our sector.

The data in this report highlights both the progress made and the areas that still require attention. While we have made strides, there is more to be done, and we remain committed to our journey toward gender equality, confident that through continued effort, we will make meaningful progress.”



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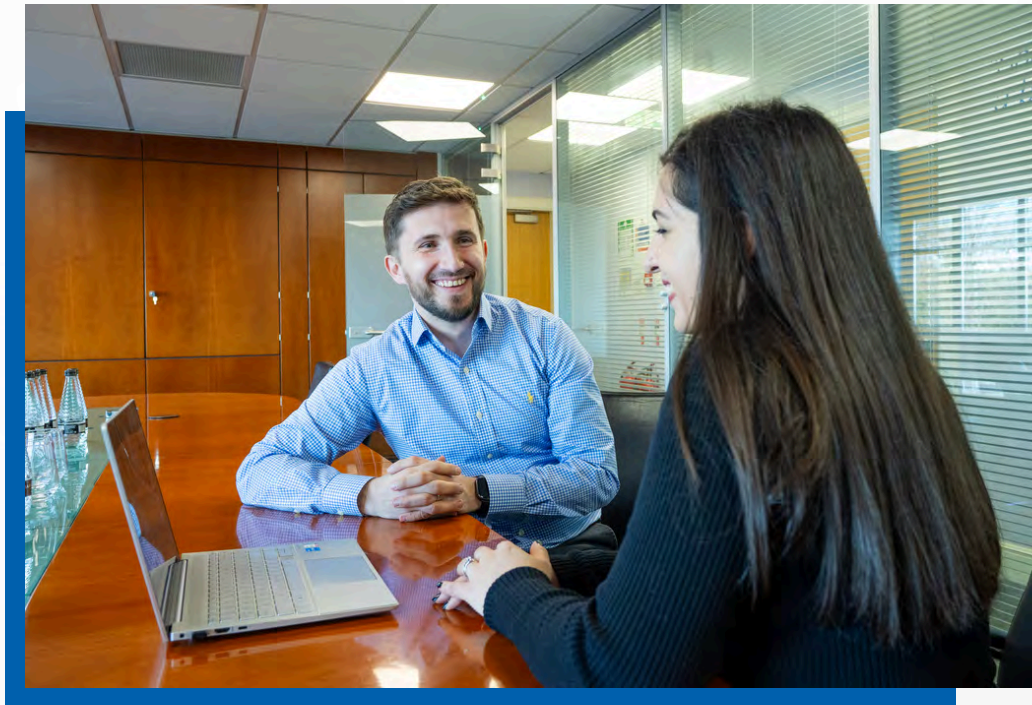
**FINANCE DIRECTOR, THE NWH GROUP**

# WHAT IS THE GENDER PAY GAP?

The gender pay gap refers to the difference in average earnings between men and women in the workforce. Across England, the gap among full-time employees remains wider than in Wales, Scotland, or Northern Ireland (source: Office for National Statistics). While progress has been made in reducing these disparities, change has been slow, and certain industries continue to face significant challenges in achieving pay equality.

Closing the gender pay gap requires more than just analysing statistics—it involves understanding the systemic factors that contribute to it. Occupational segregation, where specific roles or industries are dominated by one gender, unconscious biases in hiring and promotions, and the unequal distribution of caregiving responsibilities all play a role in maintaining these inequalities.

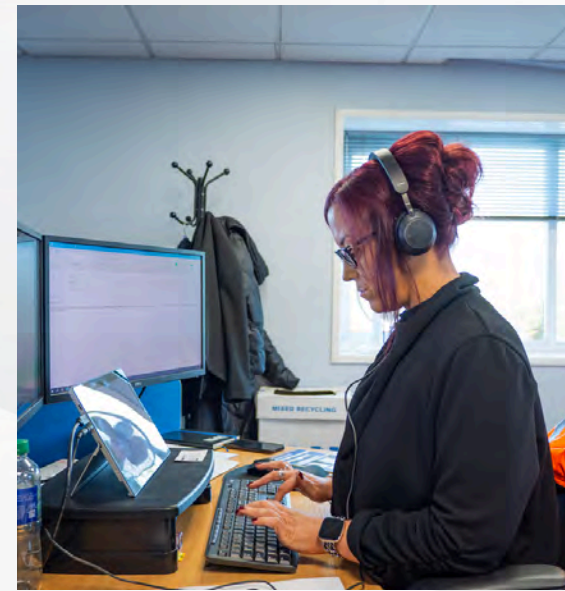
At The NWH Group, we are committed to creating a workplace that champions diversity, equity, and inclusion. This gender pay gap report reflects our ongoing dedication to transparency and meaningful action in addressing these disparities.



# WHAT IS BEING DONE IN THE UK TO COMBAT THE GENDER PAY GAP

The UK has made significant progress in addressing the gender pay gap, with legislation and industry initiatives driving change. Since 2017, businesses with over 250 employees have been legally required to report their gender pay gap, increasing transparency and accountability. Equal pay laws, flexible working policies, and improved parental leave aim to create fairer workplaces, while industry-led initiatives encourage greater female representation in traditionally male-dominated sectors and more generally leadership.

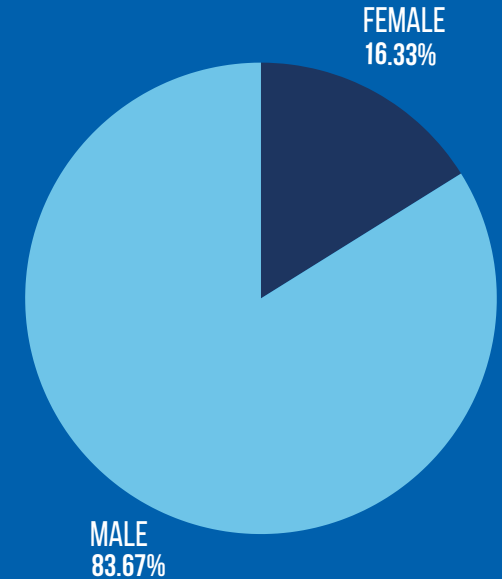
At The NWH Group, we recognise the importance of tackling these challenges within our industry. Waste management and haulage have historically been male-dominated, but we are committed to breaking down barriers by promoting inclusive recruitment, supporting career development for women, and fostering a workplace culture where talent is recognised and rewarded fairly. By taking proactive steps and working alongside industry partners, we aim to drive meaningful change and ensure that our workforce reflects the diversity of the communities we serve.



# GENDER SPLIT

At The NWH Group, our workforce is predominantly male, which is typical of the waste management and haulage industries, where roles such as HGV drivers have historically been male-dominated due to factors like the physical demands of the work and long-standing gender stereotypes. However, we are proud to share that our gender split slightly improves on industry standards. In 2022, our workforce was 83.93% male and 16.07% female. By 2023, this had shifted to 83.88% male and 16.12% female, and in 2024, it further improved to 83.67% male and 16.33% female. While these figures still reflect the broader trends in our sector, they demonstrate our ongoing progress in achieving greater gender diversity.

We are committed to ensuring equal opportunities for all employees, regardless of gender, and to creating a workplace where everyone can succeed and advance. While our workforce composition is still influenced by industry norms, our efforts to improve inclusivity and gender balance continue to grow, reaffirming our dedication to fostering a diverse and thriving work environment.

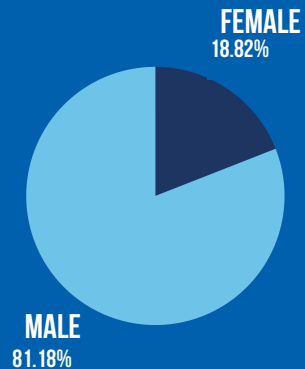


# PAY QUANTILES BY GENDER

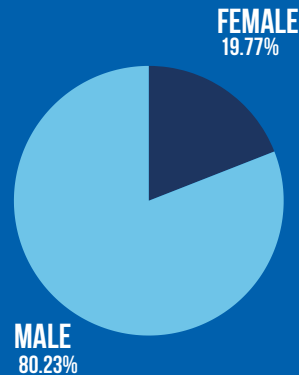
We have conducted a detailed analysis of pay quartiles by gender, providing valuable insights into the distribution of male and female employees across different salary bands within our organisation. This analysis plays a key role in understanding gender representation at various levels and helps identify any potential pay disparities.

Pay quartiles categorise the workforce into four equal groups based on earnings, with each quartile representing 25% of employees. By evaluating the gender balance within each quartile, we can assess how male and female employees are distributed across different salary levels, offering a clearer picture of representation within our workforce.

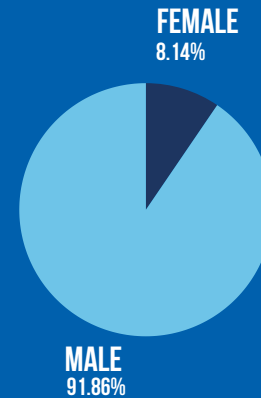
## 1. UPPER QUARTILE



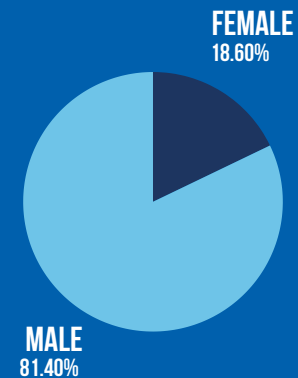
## 2. UPPER MIDDLE QUARTILE



## 3. LOWER MIDDLE QUARTILE



## 4. LOWER QUARTILE



- **Quartile 1** representing the highest salary band and typically including senior leadership and executive roles, is now composed of 81.18% male employees and 18.82% female employees. This marks a small but encouraging improvement from 18.07% in 2023, and 15.48% in 2022, reinforcing our commitment to supporting career progression for women within the organisation.
- **Quartile 2**, which includes employees in the upper-middle salary range, has seen an increase in female representation, with 19.77% of employees being female, compared to 19.05% in 2023. This positive trend demonstrates progress in gender diversity within mid-level and managerial positions.
- **Quartile 3**, representing the lower-middle salary band, has 91.86% male employees and 8.14% female employees. While this quartile remains heavily male-dominated, we acknowledge the importance of encouraging greater female participation across all roles within the business.
- **Quartile 4**, which represents the lowest salary band within our organisation, consists of 81.40% male employees and 18.60% female employees. While historically male-dominated, this quartile has seen a slight increase in female representation (was 17.86% in 2023 and 2022), reflecting our ongoing commitment to fostering a more inclusive workforce.
- Overall, while gender representation across pay quartiles remains a challenge within our industry, the NWH Group continues to make gradual progress. We have seen improvements in female representation across three quartiles compared to the previous years, highlighting our dedication to promoting gender equality. By maintaining a proactive approach, we will continue working towards a more balanced and inclusive workforce.

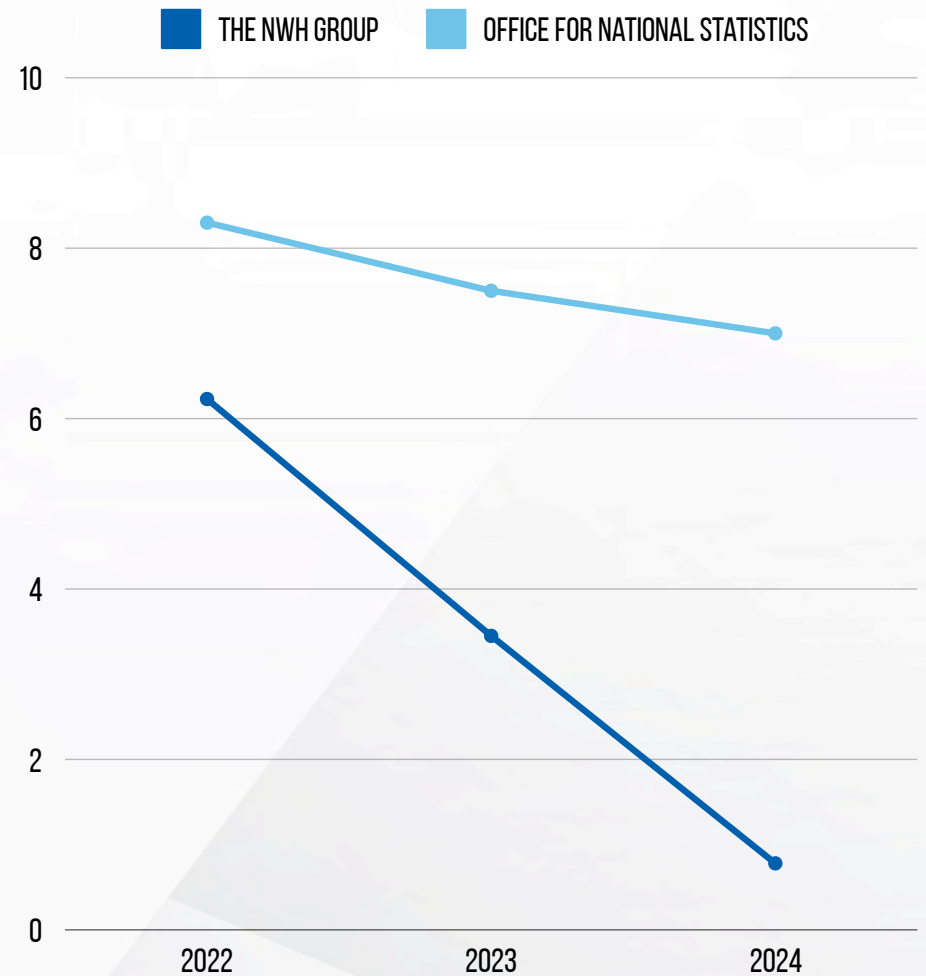
## OUR ANALYSIS REVEALS THE FOLLOWING OBSERVATIONS:

# PAY BY GENDER (MEAN GAP)

The mean gender pay gap reflects the difference between the average hourly earnings of men and women.

In 2024, the NWH Group reported this gap at 0.78%, a significant improvement from 3.45% in 2023 and 6.23% in 2022. To put this into context, the UK-wide mean gender pay gap for all employees, as reported by the Office for National Statistics, stood at 7.0% in 2024, a slight decrease from 7.5% in 2023 and 8.3% in 2022. For NWH, this marks a positive shift of -2.67% in favour of female employees compared to the previous year.

The pay gap across the four quartile bands varies, with the upper quartile showing a 11.37% gap in favour of men (14.75% in 2023 and 14.71% in 2022), while the upper middle and lower middle quartiles reflect gaps of -3.36% and -0.85% in favour of women. The lower quartile shows a gap of 3.94% in favour of men.



# PAY BY GENDER (MEDIAN GAP)

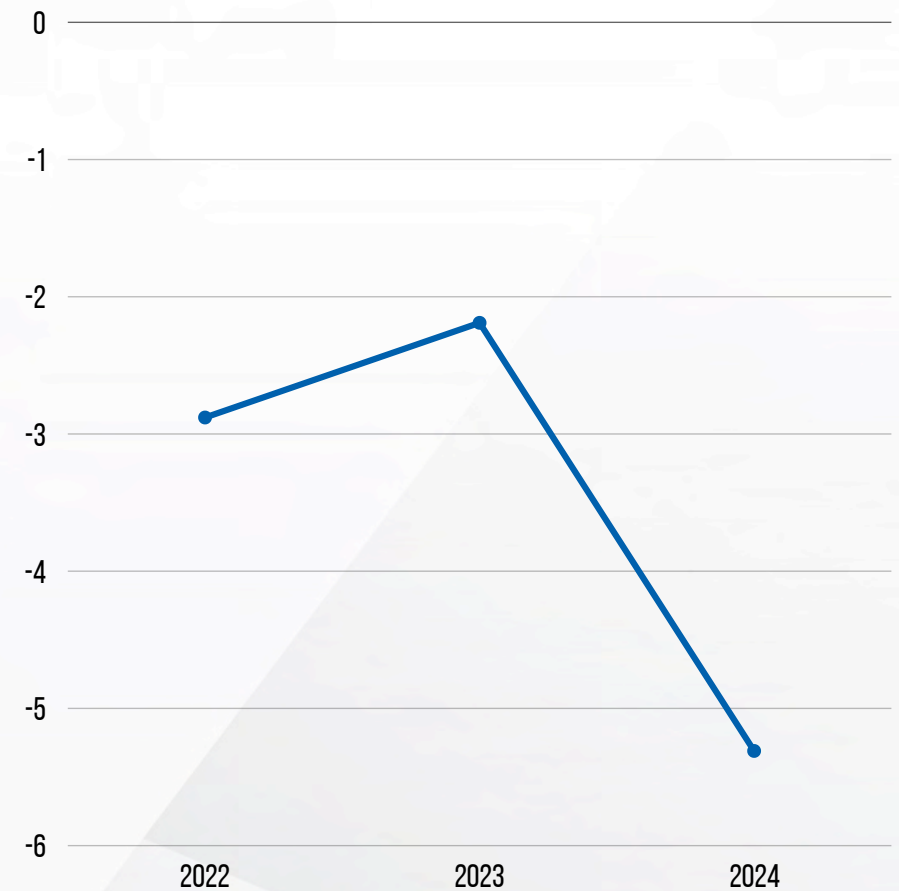
The median hourly pay gap represents the difference between the midpoints in the range of hourly earnings for men and women. It is calculated by identifying the middle salary when all salaries are arranged in numerical order.

The median pay gap is influenced by the gender distribution within our workforce and the technical nature of our industry. It is important to note that this measure does not compare the average pay of men and women in identical job roles within the organisation.

A significant portion of our roles exist within male-dominated sectors, and the majority of individuals filling these positions are men. This trend reflects the wider industry landscape across Scotland and Northeast England, the areas in which we operate.

For 2024, The NWH Group reports a median gender pay gap of -5.31%, indicating that, on this metric, women at the NWH Group earn more than men in this reporting year. This is an increase from the -2.19% reported in 2023 and -2.88% reported in 2022.

A negative median gender pay gap means that the median female employee earns more than the median male employee. While the median is higher for men in three of the quartiles, when considering the entire workforce, the median remains higher for women.





# PROPORTION OF MALE AND FEMALES RECEIVING A BONUS

In 2022, 24.07% of female employees received bonus payments, rising to 31.48% in 2023. This positive trend has continued in 2024, with 39.29% of female employees now receiving a bonus, demonstrating our ongoing commitment to improving gender balance in reward structures.

For male employees, 76.24% received bonus payments in 2022, with a slight increase to 77.22% in 2023, rising to 78.05% in 2024.

While bonus distribution remains higher among male employees, the steady growth in female recipients reflects our efforts to foster greater equity in recognition and reward across our workforce.

By narrowing the gap in bonus distribution, we are fostering a more inclusive workplace culture where all employees are recognised and rewarded equitably for their contributions. This progress reflects our ongoing commitment to creating a fair and transparent rewards structure across the organisation.



# SUMMARY & CONCLUSION

At the NWH Group, we are proud of the progress we have made and the positive strides towards advancing gender equality. Our report highlights key areas where we have moved forward, reinforcing our commitment to fostering diversity, equity, and inclusion across the organisation.

## WE ARE PLEASED TO HIGHLIGHT SEVERAL POSITIVE FINDINGS FROM OUR REPORT

- Analysis of pay quartiles by gender reveals an increase in the representation of women across different salary bands, notably in the upper, middle and lower-middle quartiles.
- The median gender pay gap has shifted from -2.19% to -5.31%, showing that, on average, female employees now earn more than their male counterparts in our organisation.
- The percentage of female employees receiving bonuses has steadily increased over the past three years, reflecting our commitment to a more inclusive and equitable rewards culture.

While we are proud of our progress, we acknowledge that the journey towards gender equality continues. We remain dedicated to taking proactive steps to enhance our practices and close any remaining gaps:

- We will remain focused on initiatives that attract, retain, and advance female talent within our organisation.
- Our recruitment efforts will prioritise merit and potential, ensuring equal opportunities for all, regardless of gender.
- We will provide comprehensive training and development programs to support the growth and career progression of all employees.
- A supportive and inclusive workplace will continue to be fostered through awareness campaigns, mentorship programs, and employee resource groups.
- We will strengthen our collaboration with industry partners, educational institutions, and government agencies to advocate for policies that promote gender diversity and equality.





We are dedicated to driving industry change and remain firmly committed to advancing gender equality at the NWH Group.

We understand that achieving change in traditionally male-dominated industries requires consistent and intentional effort. By fostering collaboration, transparency, and accountability, we will continue to lead by example, working towards a workplace where every individual is valued, respected, and empowered to thrive.

