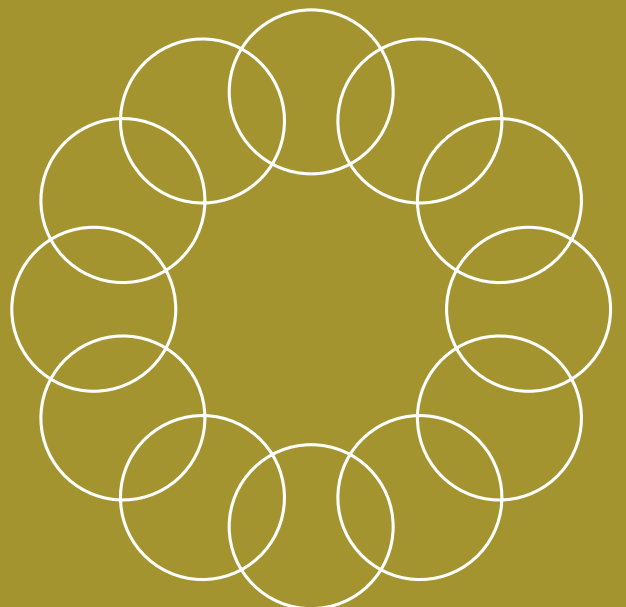




# Sustainability Report 2023: The best people, working for a cleaner, safer future where everyone can thrive.



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# A note from the managing director

I'm delighted to share our exciting progress and achievements throughout 2023 in this, our third annual sustainability report. The pages within tell a story of how we are making strides in balancing environmental and social responsibility with increasing prosperity.

The benefits of doing the right thing are clearer to us than ever. 2023 was the most financially successful year in CSG's storied ninety-year history - £13 million profit against a turnover of £110 million. £9.25 million of this profit was invested in plant upgrades, new vehicles and new facilities.

Our 90th year presents an ideal opportunity to reflect on the past, thinking about where we have been. It also gives us a chance to look to what the future may hold.

As people, we often look to our history to make sense of where we are today. And history, as with all other matters of import, is all about the people. Every individual involved who has been involved with CSG is a part of the shared history that forms part of the fabric of the company.

The story of CSG's foundation by Bunny Hart ninety years ago with a single Dennis tanker provided a platform for thousands of other stories.

My own CSG story began 22 years ago alongside a team of twelve people, who all shared a belief that it was possible and necessary for Cadishead to survive and thrive as part of CSG. Today, Cadishead is integral to the business.

So, what can the past tell us about where we are now? It tells us that belief in the chance of success is what motivates people to go out and work for it.

If Bunny Hart did not believe in the chance of success, there would have been no Dennis tanker and no CSG. If the Cadishead twelve did not believe it was possible, then Cadishead would not have become the clear and tangible success we can all see today.

Through this lens it is clear to see that people thrive when shown a chance of success. We need to show people what success looks like and how to achieve it, whilst still empowering them to explore the details for themselves. Therefore, our vision for the future looks like this:

*To have the best people, who work together for a cleaner, safer future where everyone can thrive.*

This sentence encapsulates everything CSG is working towards.

Neil Richards,  
Managing Director



The benefits of doing the right thing are clearer to us than ever. 2023 was the most financially successful year in CSG's storied ninety-year history...

# Key Findings

**Energy use per tonne of waste processed reduced by 14.3%**

0.0066 MWh/tonne processed in 2023 vs. 0.0077 MWh/tonne processed in 2022

**Overall waste recovery rate of 84.71%**

the CSG overall waste recovery rate in 2022 was 82.80%.

**Operational Carbon Footprint reduced by 9.1%**

2023 operational carbon footprint for waste haulage and permitted site activities was 8,264,932kg CO<sub>2</sub>e vs 9,090,866kg CO<sub>2</sub>e in 2022

CSG Haulage Emmisions of  
**0.86kgCO<sub>2</sub>e/km**  
equating to  
**0.067kgCO<sub>2</sub>e/gallon of waste collected**

This was 0.84kgCO<sub>2</sub>e/km, equating to 0.069kgCO<sub>2</sub>e/gallon in 2022.

**Water used per tonne of waste processed reduced by 10.42%**

0.086m<sup>3</sup> of water used per tonne of waste processed in 2023 vs 0.096m<sup>3</sup> in 2022

**Volume of waste collected per litre of fuel increased by 10.22%**

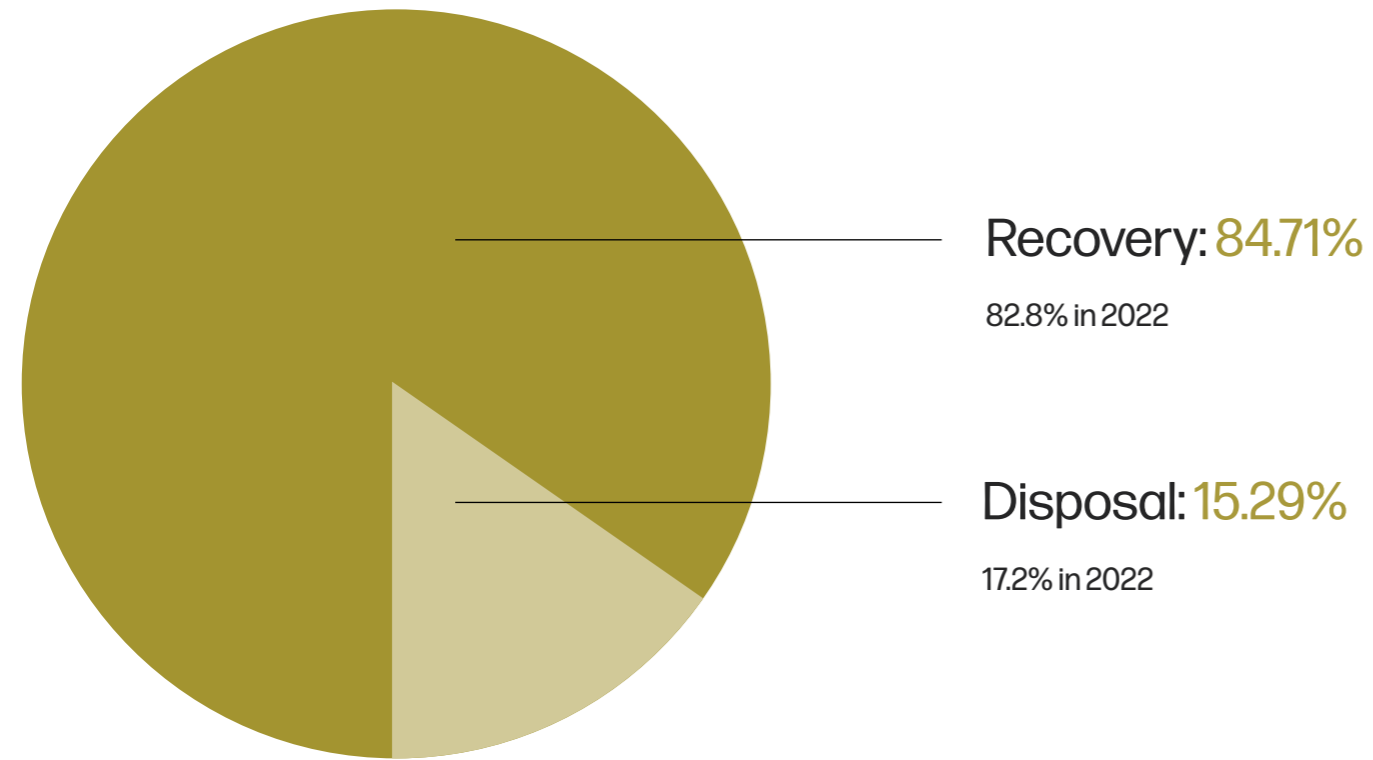
50.7 gallons of waste collected per litre of fuel in 2023 vs 46 gallons per litre of fuel in 2022

**100% reduction in waste treatment emissions**

Waste treatment emissions of nil kgCO<sub>2</sub>e/tonne in 2023 vs. waste treatment emissions of 0.51 kg CO<sub>2</sub>e/tonne in 2022.

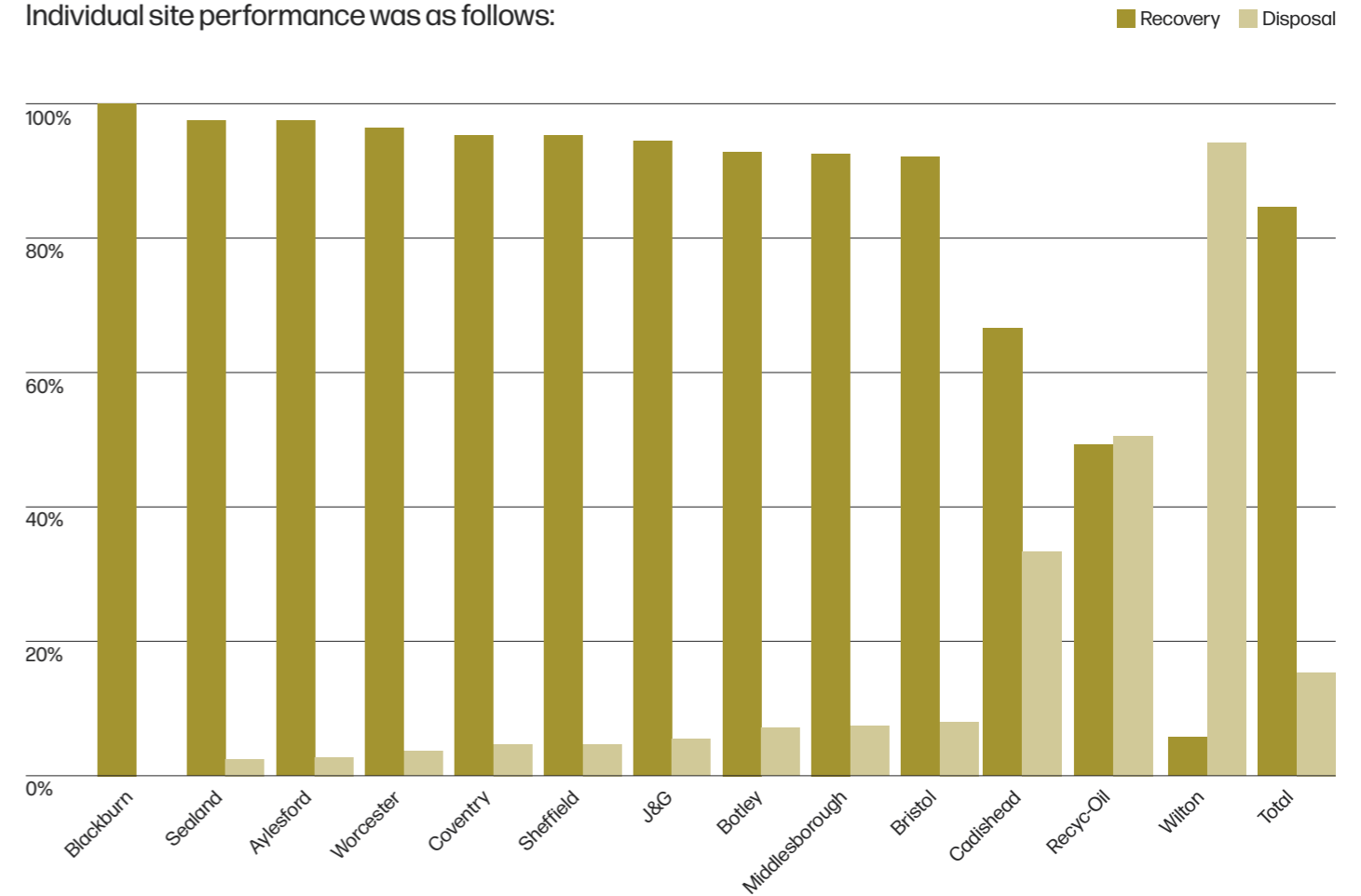
# Waste Management

In 2023, the overall CSG permitted waste recovery rate was as follows:



It should be noted that discharge to sewer is classed as recovery for the purpose of these statistics.

Individual site performance was as follows:



The following should be noted:

- Cadishead has a relatively high disposal figure. This is in part due to the nature of wastes arriving on site – Cadishead is often a final outlet to a number of complex wastes which have already undergone some kind of recovery treatment. These wastes have a limited recovery potential when they reach Cadishead and can only be sent for disposal, typically in landfill or by incineration without energy recovery.
- CSG Wilton is a small transfer station which sent most of its waste in 2022 for onward treatment prior to disposal. This is due to the nature of the

wastes received on site. Only a small amount of waste was accepted, this has little effect on CSG's overall recovery rates.

- Although disposal rates are low throughout the Group, following processing the only outlet for some wastes is disposal, this is likely due to the waste received having a higher sludge content.



# Investment

£4,549,354

total investment in waste management initiatives.

£3,512,833

invested in the new CSG Avonmouth facility, to include a range of waste recovery processes and deliver much needed waste infrastructure in the South West.

£524,693

invested in advanced sludge treatment centres for rural wastewater, at Botley, Aylesford and Worcester. This brings the total investment in these projects to over £2 million.

£289,000

invested in developing the Wilton EfW (Energy from Waste) project.

£222,828

invested in other plant such as balers, shredders and presses in a range of locations across the Group.



We are proud to announce that CSG Blackburn achieved 100% waste recovery in 2023, with no waste landfilled or incinerated without energy recovery.

This is testament to the diligent efforts of the team, who are led by Matthew Nicholls. CSG Blackburn forms part of CSG Recovery, the specialist arm of CSG dedicated to recovering as much energy and resources from waste as they possibly can.

CSG Recovery was acquired as Remondis UK Ltd in 2018. They have a reputation for flexibility and for dealing with challenging waste streams head on. Their processes often involve manually deconstructing items back into their constituent parts, which can then be properly routed for recycling or recovery in accordance with the waste hierarchy.



# Energy & Fuel Efficiency

Our goal is to use energy and fuel in the most efficient way possible. We aim to treat more waste per unit of energy through better process efficiency, and collect more waste per litre of fuel used through better routing and more fuel efficient driving.



Making good use of our roof space - solar panels on the roof of the main warehouse at Teesside

## Investment

**£3,524,829**

total investment in measures which will improve energy and fuel efficiency across the Group. This includes:

£3,124,802

invested into CSG's vehicle replacement scheme, bringing new, more efficient vehicles into our fleet.

£400,027

invested in solar panel installations at Willacy, Middlesbrough and Cadishead.

## Energy

In 2023, total energy supplied to buildings across CSG totalled £1,357,475 against £707,712 in 2022. Actual energy usage in MWh totalled 3010MWh in 2023; in 2022 this totalled 3006MWh. Significantly higher energy costs are the main reason for this vast increase in cost.

Electricity usage was captured for CSG's waste facilities in line with permit reporting requirements. In 2023, CSG's waste facilities used 2490 MWh of Primary Electricity Energy1 to process 379230 tonnes of waste. This means CSG used 0.0066 MWh/tonne processed against 0.0077 MWh/tonne in 2022.

More waste was accepted in 2023 but less energy was used. This indicates that either treatment techniques are becoming more efficient, or the waste contained less sludge/solid components (higher solids require more energy to treat and process). A lower solid content would lead to less process sludge - as process sludge is the main waste stream that currently needs to be disposed of, a lower solid content should lead to a higher waste recovery rate.

## Fuel

In 2023, CSG spent £3,933,651.78 on all fuel, including all fuel supplied to site, purchased via fuel card or purchased privately and then claimed back. This is considerably lower than 2022, largely due to the decrease cost of fuel (diesel price of 199.22p/l in July 2022 compared with 145.62p/l in July 2023).

CSG Group used 3,251,819.8 litres of fuel for all fleet operations, excluding company car or van journeys. The Group covered approximately 5,891,237 miles at an overall efficiency of roughly 8.225mpg\*.

According to the Xeres system, CSG collected 122,704,349 gallons of waste - this does not include J&G operations. Total CSG fuel (excluding J&G) totalled 2,416,741 litres - that is a CSG collection rate of 50.7 gallons (or 230 litres or kg) of waste collected per litre of fuel used.



New CSG tankers ready to join the fleet



# Emissions Control

## Investment

**£1,179,741**

total investment in measures which will improve CSG's ability to control emissions.

**£501,076**

invested in the fit-out of new central offices in Whiteley.

## Carbon Footprint

CSG's 2023 carbon footprint, based on fleet and site-based operations is:

**8,264,932kgCO<sub>2</sub>e**

This is a decrease on 2022 due to CSG being on a zero-emission electricity tariff for the entirety of 2023.

## Haulage

CSG's waste haulage operations produced:

**0.86kgCO<sub>2</sub>e/km**

The freight industry average is typically between 0.85 and 0.90kgCO<sub>2</sub>e/km (UK Logistics data). This has increased slightly from 0.84kgCO<sub>2</sub>e/km in 2022.

CSG's waste haulage operations produced:

**0.067kgCO<sub>2</sub>e/gallon collected**

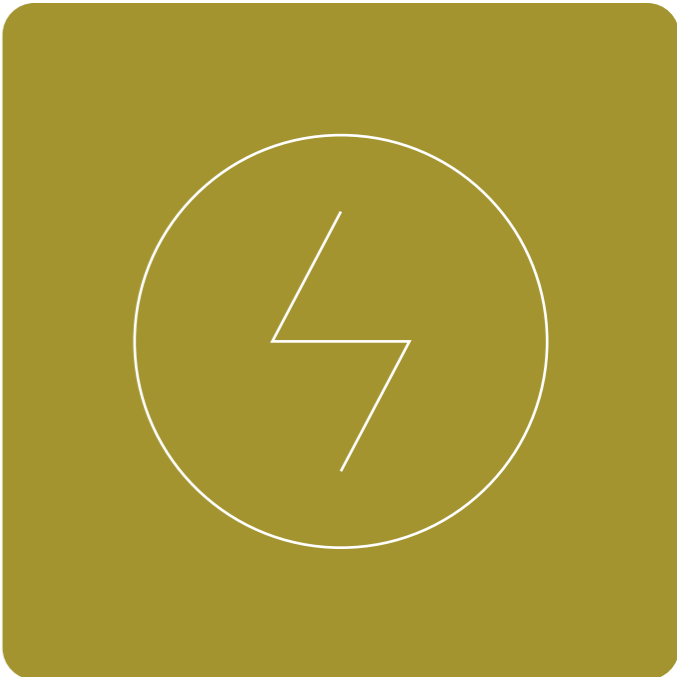
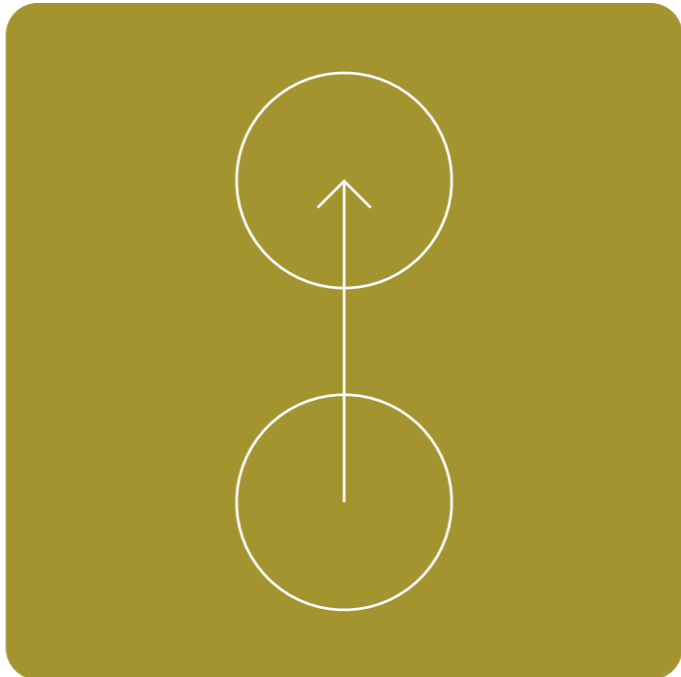
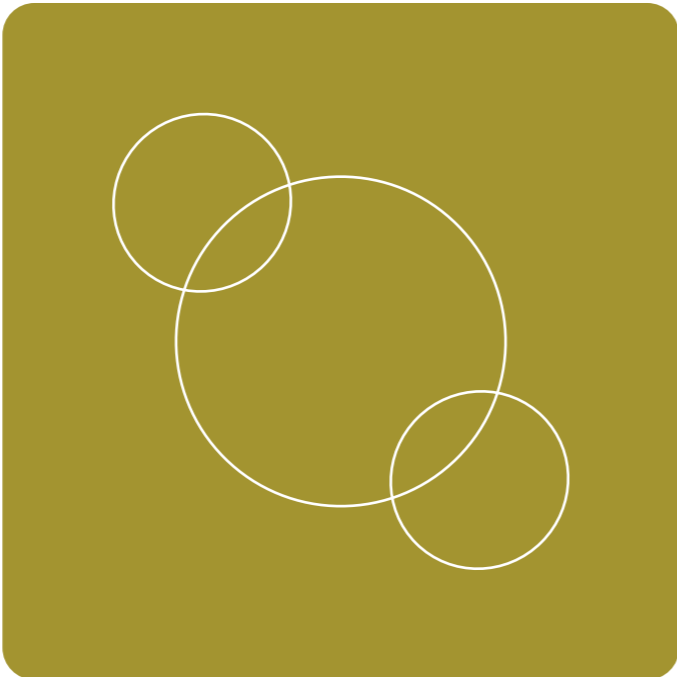
consistent with the 0.069kgCO<sub>2</sub>e/gallon in 2022.

## Energy

CSG's waste treatment process energy produced:

**nil kgCO<sub>2</sub>e/tonne processed**

against 0.51kgCO<sub>2</sub>e/tonne in 2022. This is due to CSG's zero-emission electricity tariff, which came into effect on October 1st 2022.





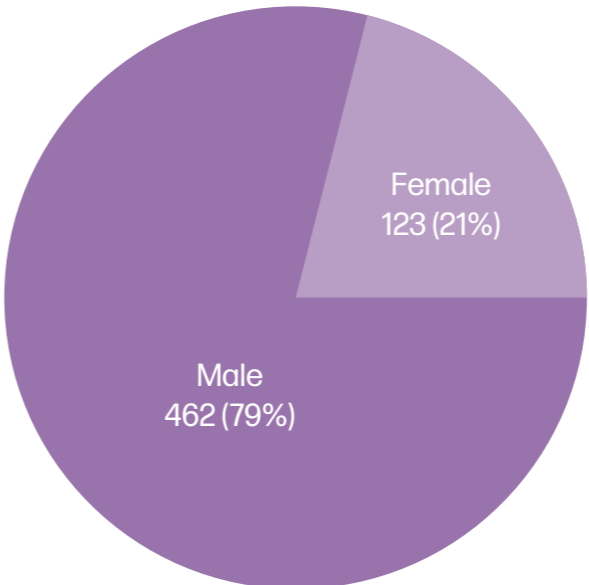
# People

Our people are essential to our sustainability efforts. We are dedicated to creating a diverse, inclusive, and supportive workplace because we believe a strong, engaged workforce is crucial to our success. This section outlines our initiatives to improve employee well-being, promote diversity and inclusion, and support ongoing development and engagement. By investing in our people, we are building a resilient and innovative organization that positively impacts society and the environment.

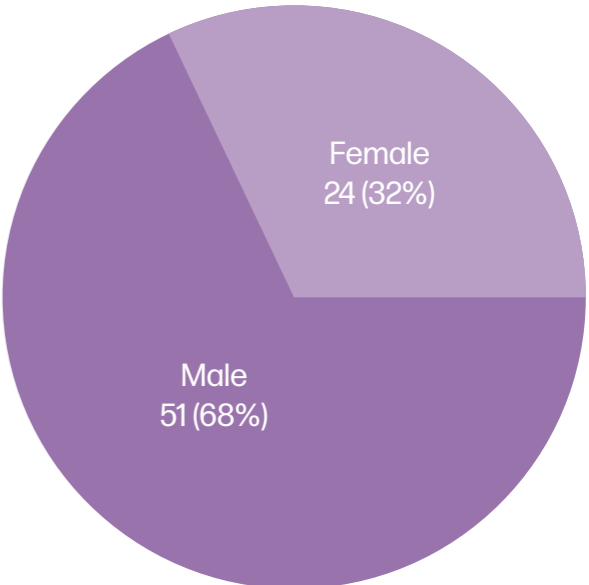


## Gender Diversity in Leadership

Male vs. Female Employees



Male vs. Female Managers



CSG is committed to fostering gender diversity and equality in leadership roles. Currently, women hold 32% of management positions, with 24 females and 51 males in these roles.

This reflects the broader challenge of gender diversity in the waste industry, and it is important to note that women form a smaller proportion of our total workforce—124 out of 585 employees.

Despite this, 20% of our female employees are in management positions, compared to 11% of male employees. This demonstrates that women, although less represented in the overall workforce, are achieving leadership roles at a high rate.

## Narrowing the Gender Pay Gap

	Mean Gender Pay Gap	Median Gender Pay Gap
Whole Economy 2023 ONS ASHE	7.7%*	14.3%
CSG	2.2%	4.2%

\*Reported for full time employees only

In an industry where the gender pay gap has been a significant issue, we are proud to report substantial progress. The Office for National Statistics (ONS) reported a 34% gender pay gap for Waste Disposal & Environmental Services Managers in 2022, up from 14% previously.

In contrast, our company has achieved a gender pay gap of just 2.2%, demonstrating our commitment to fair compensation practices and gender equality. This puts us well ahead of the industry average and highlights our dedication to maintaining equitable pay for all employees. CSG also performs favourably against the wider UK economy, where there is a mean gender pay gap of 7.7%.

CSG is paying all employees a minimum of £12 per hour, which for 2023-24 has been determined as the 'Real Living Wage' in the UK by the Living Wage Foundation. This is a higher amount than the National Living Wage set by the UK government, at £11.44 per hour.

## Commitment to Long-term Employment

	Average Duration of Tenure
CSG	6.4 Years
UK	2.4 Years

We believe in building lasting relationships with our employees, as reflected in our average duration of tenure, which stands at 6.45 years. This significantly exceeds the UK national average of 2.4 years, indicating a loyal workforce.

Our employees' tenure varies across generations, with Baby Boomers averaging 8 years of service, Gen X averaging 5 years, Millennials averaging 3-4 years, and Gen Z averaging under 2 years. This diversity in tenure underscores our ability to retain talent across different age groups, fostering a workforce with a diverse range of experience.

Our ability to build loyalty with our people is demonstrated by the numerous long service awards we are issuing each year. This year we are celebrating two forty-year and two twenty-year anniversaries at CSG Cadishead. A gift is presented to those people who remain at CSG for each decade of service. The gift increases in value for each decade served.

## Investment in Essential Training

Our commitment to employee development is evident in the extensive training programs we offer. Last year, we conducted the following essential training:

	Time Training (Hours)
UKPIA	448
ADR	632
Confined Space	200
Water Jetting	592
CPC	1000

These training sessions ensure that our employees are equipped with the necessary skills and knowledge to perform their roles safely and effectively, contributing to both their professional growth and the overall safety and efficiency of our operations.

It is CSG's policy to ensure that our HGV drivers can complete their necessary CPC hours alongside other mandatory training within paid working hours.

2023 also saw the return of The Colourworks Insights Discovery training, designed to support building self-awareness and strong relationships. Conflict resolution training was also delivered at numerous locations across the Group.

## Supporting Apprenticeships and Future Talent

Live Apprenticeships	26
Apprenticeships Passed in 2023	7

Investing in talent for the future is a priority for us. Last year, we allocated £67,483.32 of levy funds towards apprenticeships. This investment not only supports the development of new talent but also reinforces our commitment to providing opportunities for young people to gain valuable skills and experience in our sector.

We are offering apprenticeships across numerous roles including sales, HGV and customer service. As well as school or college leavers, apprenticeships are also being taken up by more established employees to improve their skills and knowledge.

Eight site operatives at CSG Cadishead have enrolled to complete Waste Resource Operative Level 2, under supervision of CIWM (Chartered Institution of Wastes Management). A further three operatives are undertaking the Level 3 Award in Health and Safety Supervision for the Resource and Waste Management Sector.

We have two individuals enrolled on AAT accountancy training. They joined the company in other roles and were attracted to accountancy as a career option at CSG. Developing talent from the ground-up in this way equips people in advanced roles with vital context of the work we do.



# Communities

CSG is dedicated to supporting and enriching the communities in which we operate. Through our Community Chest initiative and partnerships with local organisations, we aim to make a positive impact on local communities by providing financial assistance and resources for various projects and causes.

Our Community Chest scheme is an initiative that provides financial assistance to local charities, educational institutions, and community groups across the UK. The scheme is designed to help these organizations enhance their operations and better serve their communities. Here are some recent beneficiaries of the Community Chest scheme:

## Botley Pre-School Technology Funding

**Recipient**  
Pavilion Pirates Pre-School, Botley

**Donation**  
£670 for new tablets

This funding was used to purchase four new tablets, allowing staff to update parents on their children's progress through a secure link and introduce children to technology. This support was essential as the pre-school's existing tablets were outdated and limited in capacity.





## Swindon Pre-School Furniture Funding

**Recipient**  
Thames Pre-School, Cricklade

**Donation**  
£500 for new child-sized sofas

The donation enabled the pre-school to purchase two new child-sized sofas for their quiet time area, where children can relax and read books. This funding was crucial as the current sofas were old and in poor condition. The new sofas will enhance the comfort and enjoyment of the children in the pre-school.



## Malvern Football Team Sponsorship

**Recipient**  
Newtown Sports FC Under-10s Girls Team

**Donation**  
£450 for new kit

The funding provided new kits for the girls' team as they prepared for their debut season in the Mercian Junior Football League. This support promotes sports opportunities for young females in the area, and the team managers expressed their gratitude, noting the positive impact on the girls' enthusiasm and pride in their new uniforms.



## Tees River Rescue Financial Backing

**Recipient**  
Tees River Rescue, Teesside

**Donation**  
£500 grant

The funding supports Tees River Rescue's life-saving operations, including preventative patrols, search operations, and rescue missions. As an independent charity with no paid staff or government funding, the support from CSG helps ensure they can remain on call 24/7 and continue their vital work on the River Tees.



## Salford Nature Reserve Funding

**Recipient**  
Poorlots Allotment and Leisure Society, Cadishead

**Donation**  
£650 for a nature reserve project

The donation supports the creation of a 1,000 square meter nature reserve, which will include a wildlife pond, a wildflower meadow, and a bird hide. This project aims to provide a recreational space for local residents and schools, fostering community engagement and environmental education. The society is working towards a £15,000 target to complete the project by summer next year.





Credit: Steve Pullen

## Support for the Septic Smart Scheme

CSG is collaborating with the Hampshire & Isle of Wight Wildlife Trust and Wessex Rivers Trust to support the Septic Smart scheme, which addresses off-mains drainage pollution in Hampshire's chalk streams. These streams, including the renowned Test and Itchen, are critical habitats for species like water vole, brown trout, and white-clawed crayfish. The scheme is part of the Watercress and Winterbournes Landscape Partnership and is supported by The National Lottery Heritage Fund.



Neil Richards, Managing Director of CSG, emphasized the importance of proper maintenance for septic systems to prevent pollution that can severely impact both drinking water and wildlife in the region. Signs of potential issues include swampy ground, pools of water, grey film on the ground, and slow drainage in sinks, showers, and toilets. Regular servicing and emptying of septic tanks and sewage treatment plants are crucial for preventing these problems.

Kathryn Boler from Hampshire & Isle of Wight Wildlife Trust highlighted the vital role that off-mains system owners play in protecting chalk streams and praised CSG for supporting the Septic Smart project.

### Education and Awareness

The scheme educates homeowners on the importance of regular septic tank maintenance and its impact on the environment.

### Best Practices

It promotes best practices for septic tank care, such as regular inspections, proper waste disposal, and timely emptying.

### Environmental Protection

By encouraging proper septic tank management, the scheme helps reduce pollution in local waterways, benefiting both human health and wildlife.

### Customer Outreach

CSG will leverage its 30,000-strong customer base to raise awareness about how septic tanks can impact the environment and provide guidance on what homeowners can do to help protect these vital ecosystems.

## Global Impact: Toilet Twinning Initiative

CSG is committed to reducing poverty in developing countries through its support for the Toilet Twinning charity. This initiative aims to improve sanitation and provide clean water facilities to communities in need.

### Donation

50p for every household septic tank emptied

### 2023 Contribution

£10,317.50

### Total Contributions

£32,000 over the past three years

### Impact

The funds have helped construct and maintain over 500 new toilets in developing countries. Jen Cartmell, CSG Treatment Director, expressed delight at reaching the milestone of twinning 500 toilets, emphasizing the natural fit between CSG's expertise in waste management and the mission of Toilet Twinning.

The initiative not only improves sanitation but also enhances productivity and reduces health costs in the communities served.

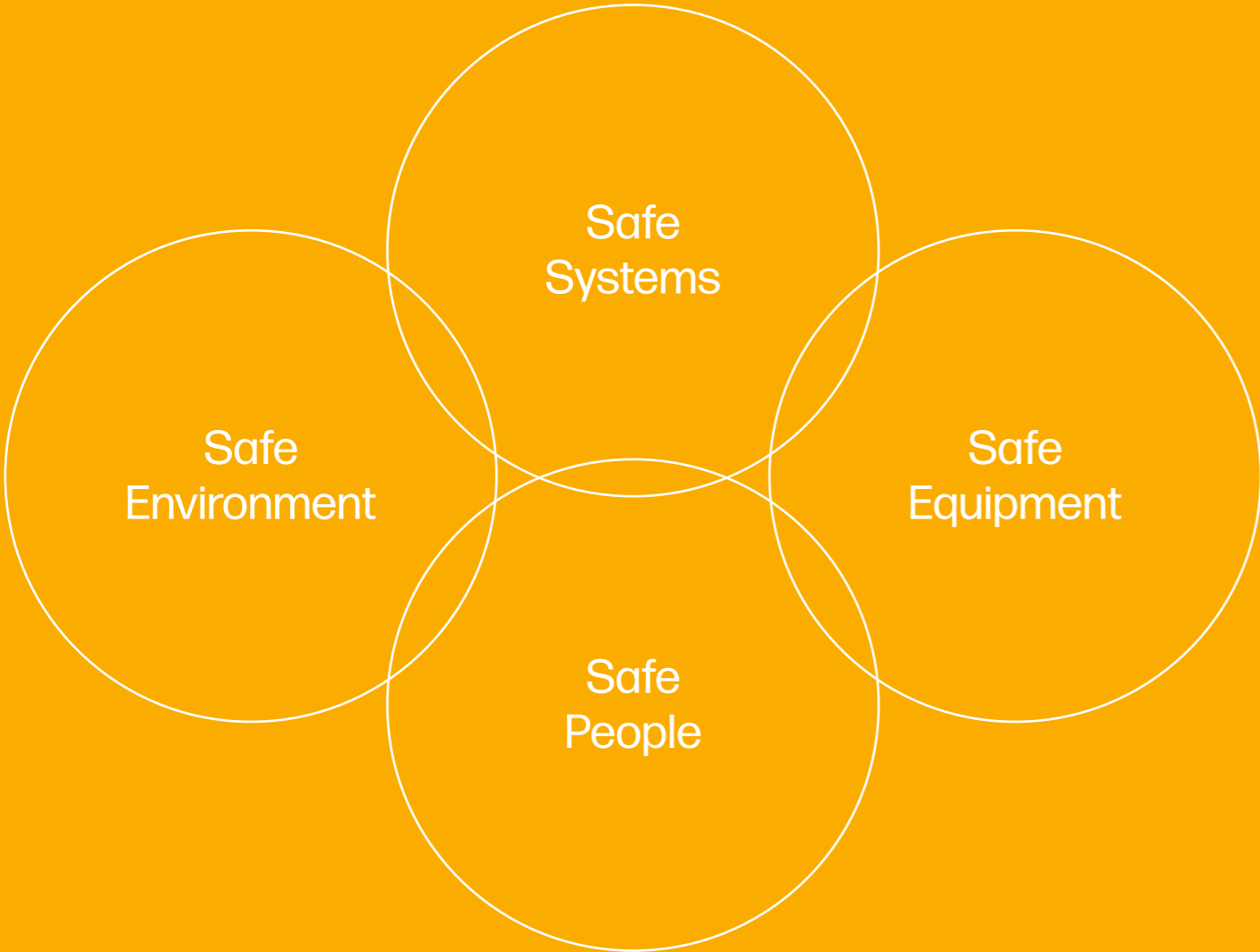
Sarah Adlard of Toilet Twinning's Partnerships Team praised CSG's ongoing support, noting the significant impact of their donations on improving health, education, and economic stability in the recipient communities.





# Health & Safety Performance

It is CSG's policy to promote a strong and positive safety culture throughout the business, where the whole workforce is engaged in health and safety matters. Consideration for health and safety is incorporated into all businesses processes, and the initiatives are managed through the four CSG 'safety pillars'.



## Employee Engagement

Our annual Health and Safety Week took place throughout the week commencing 12th June 2023. The theme for the week was 'emergency response' and each CSG location trialled an emergency scenario that could occur on the job. The week saw high levels of participation throughout the company. Other initiatives included games, quizzes, prizes and a refresher presentation about the CSG Healthshield scheme.

We welcomed guest speaker Neil Lomas, who rowed across the Atlantic in 2023 and gave our team his insights into the importance of good teamwork.

One team from each part of the business was awarded 'Health and Safety Team of the Year'. This prize highlights teams for putting a high level of effort into health and safety initiatives as well as achieving the best health and safety outcomes.



CSG Sheffield were awarded Treatment H&S team of the year.



CSG Coventry were awarded Operations H&S team of the year.



## Injury Frequency Rate

Our commitment to health and safety is reflected in our impressive injury frequency rate. In 2023, CSG's injury frequency rate per 200,000 hours worked was 5.7, significantly below the UK average of 13.1 in service industries and 16.5 in the transport sector. This demonstrates our strong focus on maintaining a safe working environment for all employees.

## Percentage of Injuries with Over 7 Days Absence

The Health and Safety Executive (HSE) reported that 22% of self-reported non-fatal injuries resulted in over 7 days off work in 2023. In contrast, only 1.5% of such injuries at CSG resulted in over 7 days off work, which is well below the industry average. This underscores our effective safety measures and commitment to minimizing the impact of workplace injuries.

## Reduction in Reported Injuries

We have made significant strides in reducing reported injuries. Between 2021 and 2023, the number of reported injuries fell by 10%, from 56 to 50. While there was a slight increase in reported injuries between 2022 (47) and 2023 (50), our overall trend shows a positive decline in injuries over the past few years.

## RIDDOR Reductions

RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) reportable incidents fell by 33% between 2022 (4 incidents) and 2023 (3 incidents). This reduction highlights our commitment to improving workplace safety and reducing serious incidents.

## Proactive Reporting Increases

Proactive safety measures are a key component of our health and safety strategy. Between 2021 and 2023, our near miss and safety observation reports increased by almost 5%, from 93 to 97. This increase in proactive reporting indicates a strong safety culture where employees are encouraged to identify and report potential hazards before they result in injuries.





# Conclusion

Our people are at the heart of our sustainability efforts. By promoting gender diversity, ensuring fair pay, investing in training, supporting apprenticeships, and maintaining a strong focus on health and safety, we are building a resilient and inclusive workforce that is well-prepared to meet the challenges of the future. We remain dedicated to fostering a supportive and equitable working environment for all our employees.







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