



CSG

Gender Pay Gap Report 2025

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A message from our CEO

At CSG, we believe in a future where gender parity is the default, not the exception. Equality, fairness and respect are at the heart of how we operate, and we are proud to be an employer that upholds the principle of equal pay for equal work across all roles.

While our gender pay gap reflects the current structure of our workforce rather than unequal pay, it highlights an important opportunity - to strengthen the representation of women at every level of our business, particularly in senior and technical roles. We recognise that achieving this balance requires continued focus, proactive development, and a culture that encourages everyone to progress and succeed.

We are committed to taking meaningful steps to accelerate change. This includes investing in leadership development, promoting inclusive recruitment practices, supporting early career pathways through apprenticeships and university partnerships, and nurturing a workplace where all voices are heard and valued.

A diverse workforce makes us stronger. Different perspectives drive innovation, better decisions, and stronger business outcomes. Our goal is not only to close the gender pay gap over time, but to build a company where opportunity and advancement are based solely on talent, performance and potential, for everyone.

We know this journey will take time, but our direction is clear. We remain steadfast in our commitment to progress and to creating a workplace that truly reflects the world we want to see.

Kevin Quinn
CEO, CSG



Introduction

CSG (Chemical Solutions Group) was established in 1981 as the Chemifloc Group. In 2017, the company expanded with the creation of GI Chemicals. In 2025, we entered the UK market with the establishment of GI Chemicals UK and rebranded the Chemifloc Group to CSG, which now serves as the parent company for both Chemifloc and GI Chemicals.

Today, CSG is recognised as one of the leading providers of chemical solutions, supporting critical sectors such as water treatment, environmental safety, and industrial hygiene.

As an employer, CSG is committed to fostering a fair, inclusive, and supportive workplace for all employees. In line with the Gender Pay Gap Information Act 2021, we are publishing our gender pay gap data and outlining the measures we are taking to address any imbalances.

What is the Gender Pay Gap?

The gender pay gap is the difference between the average earnings of men and women across an entire organisation. This can be influenced by a range of factors, including the demographics of a company's workforce.



Our Gender Pay Gap Results

The results in this report relate to the reporting period of 26th June 2024 to the 25th June 2025. On the snapshot date there were;

102 employees

in Ireland of which



74.5%

Male



25.5%

Female

Senior Leadership Team Split



86%

Male



14%

Female

29.09%

Mean gender pay gap at CSG

20%

Median gender pay gap at CSG

These figures primarily reflect the higher proportion of men in senior, higher-paid roles. This trend is also reflected in our **bonus results**.

56%

Mean bonus gap

0%

Median bonus gap

This data indicates that higher-value bonuses are more likely to be awarded to men.

The mean bonus gap reflects the structure of bonus eligibility, while all employees are eligible to receive a bonus, eligibility and payment amounts can vary depending on start dates and role type.

For instance, the compensation package of our commercial positions has a significant bonus opportunity directly linked to sales performance and business results. These commercial positions are currently held entirely by men, and this workforce composition contributes significantly to the overall bonus gap. As such, the gap reflects the differences in role profile rather than inequality in bonus practices.

Amongst our part-time employees the pay gap is high, however this is primarily due to a small number of senior male employees who have reduced their working hours in the later stages of their career. This reflects career stage choices rather than any disadvantage for female employees. It is also worth noting that a higher proportion of women work in part-time roles. In contrast, the gender pay gap among temporary employees is minimal, demonstrating that pay levels for temporary work are close to parity.

Even though a gender pay gap exists, it is important to note this is not the result of unequal pay for equal work.

As per the Employment Equality Act 1998-2015 it is prohibited to pay individuals less than their colleagues in the same role. We monitor this regularly to ensure that parity is maintained.

Reason for the Pay Gap

The gender pay gap in CSG primarily reflects the structure of our workforce rather than unequal pay practices.

Due to the nature of our industry and the roles we recruit for, the business naturally attracts a higher proportion of male employees. This demographic imbalance contributes significantly to the gender pay gap results. The majority of our female employees are employed within our support functions, while the majority of our male employees are based in operations, transport and engineering functions.

The external pipeline for recruiting women into operational and technical roles remains limited, which has a direct impact on representation within these functions and consequently, on overall pay gap outcomes.

It is also important to note that within the manufacturing environment, salaries can fluctuate due to business requirements, such as periods of increased overtime. As a larger proportion of our workforce is male, this can impact the results. These fluctuations are outside of our direct control and do not diminish our ongoing efforts to address the gender pay gap.

We are proud to have a stable workforce with a consistently low number of open roles throughout the year. Looking ahead, our strategy is to grow the business over the next five years, and this expansion will support our commitment to increasing the representation of women at all levels within the organisation.



How will we Address the Gap

As a business we are committed to continuously strengthening our approach to attracting talent, developing our people, enhancing company policies and maintaining our inclusive culture that fosters employee engagement.

We will achieve this through a range of initiatives, including:

- **Company Values:** We have launched our Values Recognition Programme to acknowledge our employees who demonstrate our values in their daily work.
- **Best Practice Recruitment:** All hiring managers are trained to ensure recruitment decisions are based on best practice, with a strong focus on diversity, inclusiveness and alignment with our values.
- **Leadership Development:** We continue to invest in our people by delivering a leadership development programme for managers and high potential staff. In addition, we have introduced a succession planning process as part of our growth strategy.
- **Employee Engagement:** We launched an employee engagement survey to gather feedback from our teams, helping us identify both areas of strength and opportunities for improvement.
- **Company Policies:** We ensure our policies and practices are robust, transparent, supportive of work-life balance and communicated to all employees.
- **Performance Management:** We are introducing a performance management process to support career development and provide employees with regular, constructive feedback on their performance.
- **University Partnerships:** We proud to have launched the second year of our Ed Storey Scholarship with the University of Limerick in Science, Engineering and R&D programmes.
- **Apprenticeships:** Our continuing apprenticeship programme offers pathways in Electrical and MAMF disciplines.
- **Co-Op placements:** We also continue to offer co-op placement programme across Engineering, Science and R&D disciplines.

Whilst the gender pay gap reflects our current workforce structure, we are taking active steps to attract, support and retain more women across all levels of our business . We will continue to monitor our progress as we work towards achieving a more balanced and inclusive workforce.

We confirm the information and data reported is accurate as of 25th June 2025.

Kevin Quinn

Chief Executive Officer

Deirdre Bennett

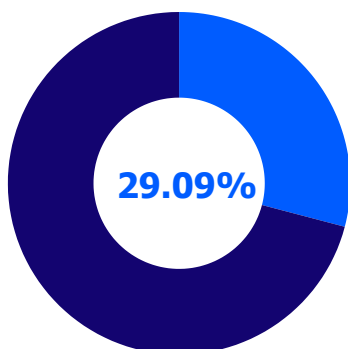
Chief People Officer

Our 2025 Results

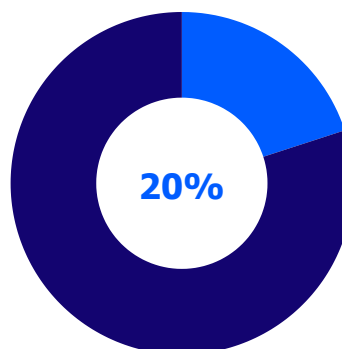
The information presented in this report is based on data collected at the 25th June 2025

Hourly Pay: These figures reflect higher proportion of men in senior roles at CSG, which we are actively working to address.

Mean Hourly Pay Gap

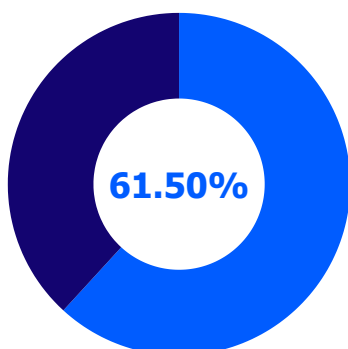


Median Hourly Pay Gap

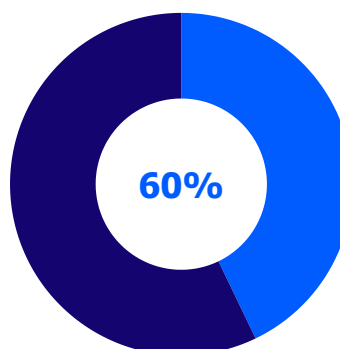


Part time and Temporary Hourly Pay: The gender pay gap among part-time employees appears high, explained in the report. The gender pay gap among temporary workers is minimal.

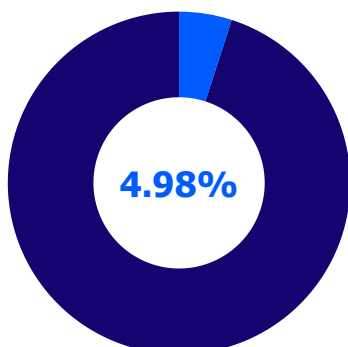
**Mean Part-Time
Hourly Pay Gap**



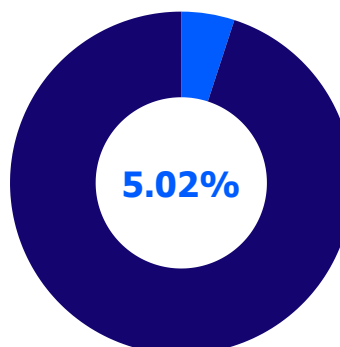
**Mean Part-Time
Hourly Pay Gap**



**Mean Temporary
Hourly Pay Gap**

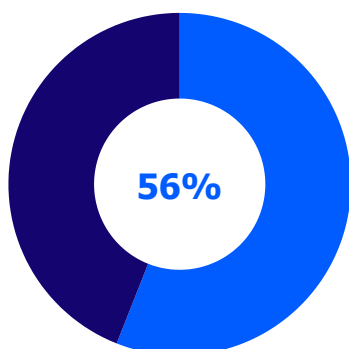


**Mean Temporary
Hourly Pay Gap**

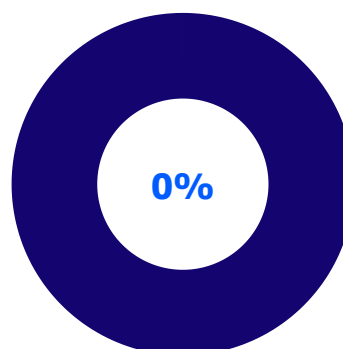


Bonus Pay: The bonus pay gap reflects greater representation of men in more senior positions with greater bonus potential, but the median is equal (0%), indicating that only higher-value bonuses skew the mean.

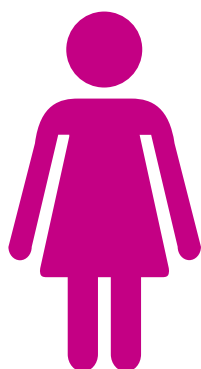
Mean Bonus Pay Gap



Median Bonus Pay Gap



Percentage of Men and Women receiving a Bonus

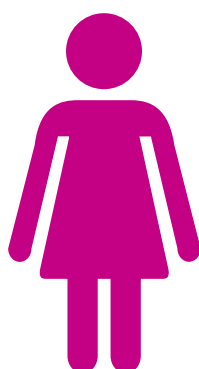


80.77%



77.60%

Benefit in Kind: All employees are eligible for private health insurance, and depending on their role, may also be eligible for a company car. However, not all employees opt to receive taxable benefits, which explains the percentage difference.



53.8%



65.8%

Quartiles: Calculated by splitting all employees in an organisation into four even groups according to their level of pay.

Women are underrepresented in the upper quartiles (15% in the top quartile, 23% in the upper middle). Representation improves in the lower quartiles (36% in the lowest).

