



Gender Pay Gap Report 2023

One Sureserve Group



About Us

The Sureserve Group Limited is a leading provider of essential and affordable heating, energy savings and compliance solutions, playing a progressive role in decarbonisation employing over 3,000 employees and operating in the public, regulated and private sectors.

We are required to report on gender pay data for each legal entity that has more than 250 employees. Within our Group there are five legal entities that meet this requirement: Aaron Services Limited, K&T Heating, Sure Maintenance Limited, Everwarm and Providor Limited.

Why are we reporting on the Gender Pay Gap?

The gender pay gap is an equality measure that shows the difference in average earnings between women and men. It does not measure equal pay, which is what women and men are paid for the same role or work which is of equal value.

Whilst it is acknowledged that our core businesses are traditionally male dominated, we have refreshed our inclusion and diversity strategy to actively address this legacy. The strategy sets out our commitment to creating an inclusive and diverse workforce, where we recognise, respect and value different perspectives. A culture where employees can bring their whole self to work and are able to perform and reach their fullest potential.

Gender Pay Terminology

The data used in the gender pay gap calculation is taken from the closest pay to the week including the snapshot as of 5th April 2023.

We look at both the mean (average) and median (middle) for pay gap reporting:

Median pay gap

The median difference is the difference in hourly pay between the middle paid (the person at the mid-point) male and woman employees.

Mean pay gap

The mean difference is the difference in average hourly pay; this results in adding all the pay rates together and dividing by the total number of people.

Approach to reducing the Gender Pay Gap

We have designed and implemented several key initiatives as part of our inclusion and diversity strategy:

- 1 Refreshed Inclusion and Diversity plan.**

Our refreshed Inclusion and Diversity Plan will be launched, which will include our approach to what Inclusion and Diversity means to the Group, coupled with training on how it can support the business growth.
- 2 Monitoring**

There is a Group wide focus to ensure we collect robust data on our recruitment, development and retention polices. Equality data is collected and reviewed monthly to focus attention.
- 3 Family Friendly Policies**

The Group has developed an updated employee handbook, which captures all our policies with a gender-neutral approach, coupled with reviewing our “family friendly” policies by significantly enhancing maternity, adoption, paternity benefits, including support on pregnancy, baby loss, and fertility support. In addition, the Group has introduced new policies on Menopause support, and domestic abuse by signing up to the Employers Domestic Abuse Covenant (EDAC).
- 4 Public Bank Holiday ‘swap’**

Two of our businesses have implemented a ‘public bank holiday’ swap to enable employees more control over their annual leave, with employee’s being able to exchange a government set public holiday for a more convenient date. The business recognised that providing employees with the option to ‘swap’ Christian events such as Easter and Christmas for other religious and cultural observations was a way to improve inclusivity and operational performance.
- 5 Training**

All employees within the Group complete eLearning modules on Diversity and Inclusion which is tracking at 94%, which includes all frontline and office-based employees.
- 6 Group Values**

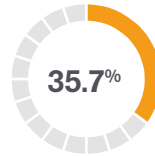
The Group undertook various Values workshops, which included a cross section of employees, to develop core Values which resonated with the workforce. The new Values within the Group are as follows: Safety, Excellence, Respect, Integrity, Expertise and Sustainability (SERIES) to confirm our way of working including how we should treat our customers and employees.
- 7 Recruitment**

To capture the widest pool of talent we have embarked on a recruitment campaign to trial sourcing candidates with non-technical skills such as problem solving, influencing and management skills, which supports the business growth.
- 8 People Voice Forum**

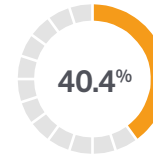
A refreshed People Voice Forum has been established which includes bespoke training and ensuring that the ambassadors have a forum to share best practice and to provide a platform to improve diversity.
- 9 Leadership**

The Sureserve leadership team is fully committed to improve our gender pay gap performance and this will be a standard item on performance updates.

Mean Pay Gap 2023



Median Pay Gap 2023



Upper quartile



Upper quartile



Upper median quartile



Upper median quartile



Lower quartile



Lower quartile



Lower median quartile



Lower median quartile



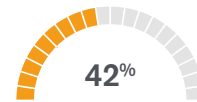
Bonus: Proportions Receiving Bonus



Mean Bonus Gap

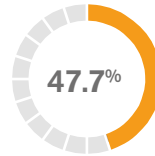


Median Bonus Gap

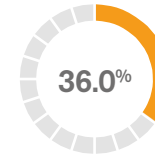


- The 2023 median gender pay gap for Aaron Services Limited has reduced from **43%** in the previous year. This shows an improvement in the difference in hourly pay for men and women.
- The 2023 mean gender pay gap has also reduced from **39%** in the previous year, which highlights a positive direction of travel.
- Whilst the median bonus gap has increased from **31%** in 2022 the mean bonus pay gap has reduced markedly from **57%** in 2022.
- Women make up **2.3%** of the upper pay quartile (2022: **3.3%**) compared to **51.6%** (2022: **58%**) in the lower quartile. Women make up a higher portion of support and junior roles, which predominately fall within the lowest pay quartile.

Mean Pay Gap 2023



Median Pay Gap 2023



Upper quartile



Upper quartile



Upper median quartile



Upper median quartile



Lower quartile



Lower quartile



Lower median quartile



Lower median quartile

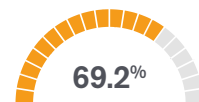


- The median gender pay gap for K&T Heating has increased from **26%** in 2022.
- The mean gender pay gap has also increased from **21%** in 2022.
- The median bonus gap has improved significantly from **67%** in 2022 and the mean bonus pay gap has also reduced from **76%** in 2022.
- Women make up **7.5%** of the upper pay quartile (2022: **7.8%**) compared to **49.3** (2022: **41%**) in the lower quartile. Women make up a higher portion of support and junior roles, which predominately fall within our lowest pay quartile.

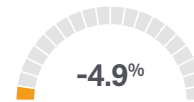
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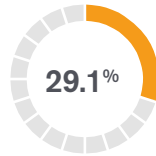
Mean Bonus Gap



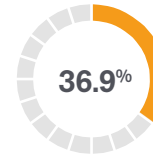
Median Bonus Gap



Mean Pay Gap 2023



Median Pay Gap 2023



Upper quartile



Upper quartile



Upper median quartile



Upper median quartile



Lower quartile



Lower quartile



Lower median quartile



Lower median quartile

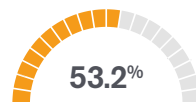


- The 2023 median gender pay gap has increased from **35%** in 2022.
- Positively the mean gender pay gap has decreased from **31%** in 2022.
- The mean bonus pay gap has also decreased from **74.8%** in 2022.
- There has been an increase in the % of women in the top quartile. Women make up **4.2%** of the upper pay quartile (2022: **3.4%**), the makeup is **53.1%** (2022: **49%**) in the lower quartile.

Bonus: Proportions Receiving Bonus



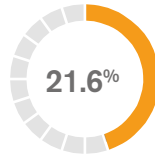
Mean Bonus Gap



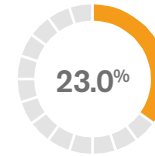
Median Bonus Gap



Mean Pay Gap 2023



Median Pay Gap 2023



Upper quartile



Upper quartile



Upper median quartile



Upper median quartile



Lower quartile



Lower quartile



Lower median quartile



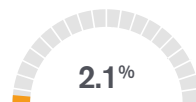
Lower median quartile



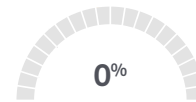
Bonus: Proportions Receiving Bonus



Mean Bonus Gap

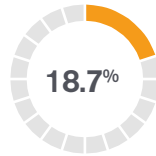


Median Bonus Gap

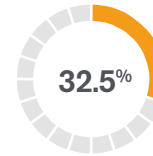


- The median gender pay gap has increased from **14.9%** in 2022.
- The mean gender pay gap has increased from **22.4%** in 2022.
- The mean bonus pay gap has increased from **-7.8%** in 2022 however still remaining comparatively low at **2.1%**, with the median bonus gap at **0%**.
- There are **4.5%** women in the upper pay quartile (2022: **5.3%**), however there are fewer women **32.7%** in the lowest quartile than was the case a year ago at **36%**.
- **18.9%** of our total workforce currently hold management positions. In addition to this, during the snapshot period, **23.3%** of females were internally promoted.

Mean Pay Gap 2023



Median Pay Gap 2023



Upper quartile



Upper quartile



Upper median quartile



Upper median quartile



Lower quartile



Lower quartile



Lower median quartile



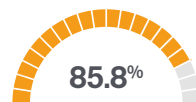
Lower median quartile



Bonus: Proportions Receiving Bonus



Mean Bonus Gap



Median Bonus Gap



- The median gender pay gap has increased from **26.8%**.
- Positively, the mean gender pay gap has decreased from **21.6%** in 2022.
- The median bonus gap has increased from **39.6%** in 2022.
- The mean bonus pay gap has also increased from **48.5%** in 2022.
- There has been an improvement in 2023 of the % of women who are paid in the top quartile, **8.3%** compared to **6.7%** in 2022. Directors are **60/40** split in favour of female representation.
- The majority of the workforce are Dual Fuel Engineers, which are predominantly male.



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