

Gender Pay Gap 2024 Report



About Us

The Sureserve Group Limited aims to be the trusted partner of choice to the social housing and related public sector in delivering essential and affordable housing, energy savings and compliance solutions playing a progressive role in decarbonisation, always delivering for customers, employees, residents and the environment with safety, integrity, and respect at the forefront at everything we do.

The Group employs nearly 4,000 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 as of 5th April 2024, there were six legal entities that meet this requirement: Aaron Services Limited, K&T Heating Limited, Swale Heating Limited, Sure Maintenance Limited, Everwarm Limited 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.

Gender Pay Terminology

Whilst it is acknowledged that our core businesses are traditionally male dominated, we have continued to refresh our diversity and inclusion 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.

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 2024**.

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

The key reason for the pay gap existing is that the distribution of women through the quartiles resembles a pyramid (highest proportion in the lower quartile and fewest in the upper quartile). This is improving and will take time to change.

In some of our businesses we have seen an increase in the gender pay gap due to the pyramid (less women in the upper quartile and more in the lower quartile). As a result, we have designed and implemented several key initiatives as part of our diversity and inclusion strategy:

1 Diversity and Inclusion plan

An updated Diversity and Inclusion Plan will be launched, which will include our approach to what Diversity and Inclusion means to the Group, coupled with training, to continue to develop a culture of inclusion and support business growth.

2 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 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).

3 Real Living Wage

All businesses pay employees the national living wage or above, with the majority aligning pay to the real living wage or above.

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 employees 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 and Education

Our expectation is that all our office and frontline employees complete eLearning modules on Diversity and Inclusion, which has achieved a completion rate of 95%. We are also working in partnership with external organisations, targeted learning modules for managers are being deployed, to enhance awareness and accountability.

6 Women Network (Balance) and Women in Social Housing (WISH)

The Group has corporate membership with WISH (Women in Social Housing) that sponsor various events throughout the regions to promote a career within social housing. One of our senior leaders is a board member and plays an instrumental role in championing female leaders in a male dominated environment, helping them find their voice and career of choice. This in turn has resulted in the group shortly launching the Women in Sureserve network, Balance, as one of our first DE&I networks.

7 Inclusive Recruitment Principles

Working in partnership with external social recruiting organisations, the Group will be launching core recruitment principles to ensure that candidates who join Sureserve are aligned with the company values, interviews are competency/technically and values based, with diverse candidate shortlists and recruitment panels. This includes capturing the widest pool of talent, by sourcing candidates with non-technical skills such as problem solving, influencing and management skills, which supports business growth.

8

People Voice Forum

A refreshed People Voice Forum has been established from employees across the group, to continue to champion the voice of Sureserve’s employees, share best practice and provide a platform to improve inclusion.

9

Leadership

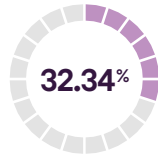
The Sureserve Executive Team is fully committed to improving the gender pay gap and aligned around the core actions, with progress being monitored and reported through the company’s governance process.

10

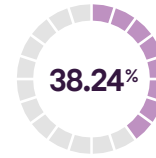
Monitoring

There is a Group-wide focus to ensure we collect robust data on our recruitment, development and retention policies. The quality of data has been enhanced, and insights continue to be reviewed on a regular basis to drive focus and action.

Mean Pay Gap 2024



Median Pay Gap 2024



Upper quartile



Upper quartile



Upper median quartile



Upper median quartile



Lower quartile



Lower quartile



Lower median quartile



Lower median quartile



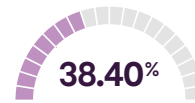
Bonus: Proportions Receiving Bonus



Mean Bonus Gap

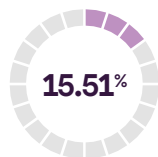


Median Bonus Gap



- The 2024 median pay has reduced from 40.4% in the previous year. This shows a slight improvement in the difference in hourly pay for men and women.
- The 2024 mean gender pay gap has also reduced from 35.7% in the previous year, which highlights a positive direction of travel.
- Whilst the mean bonus gap has increased from 39% in 2023, positively, the median bonus gap has reduced from 42%.
- Women make up 4.58% of the upper pay quartile (2023: 2.3%) compared to 50.76% (2023: 51.6%) in the lower quartile. Women within this business make up a higher portion of support and junior roles, which predominantly fall within the lowest pay quartile.

Mean Pay Gap 2024



Median Pay Gap 2024



Upper quartile



Upper quartile



Upper median quartile



Upper median quartile



Lower quartile



Lower quartile



Lower median quartile



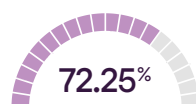
Lower median quartile



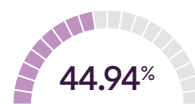
Bonus: Proportions Receiving Bonus



Mean Bonus Gap

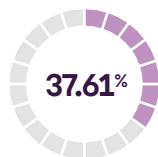


Median Bonus Gap

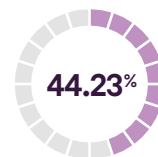


- The 2024 median pay has reduced from 36% in the previous year. This shows a significant change in moving the dials for the difference in hourly pay for men and women.
- The 2024 mean gender pay gap has significantly reduced positively to 15.51%, highlighting the business trajectory is moving towards with the national average of 13.1% reported by the Office of National Statistics for all employees across the UK.
- The mean bonus gap has increased from 69.2%, which is a similar picture to that of the median bonus gap increasing from -4.9%.
- Women make up 15.79% of the upper quartile (2023: 7.5%) which has resulted in a drive in recruiting key females within Operations, compared to a reduction in the lower quartile roles, 26.6% (2023: 49.3%). Predominantly, the higher proportion of women have been in support roles, which fall into this category.

Mean Pay Gap 2024



Median Pay Gap 2024



Upper quartile



Upper quartile



Upper median quartile



Upper median quartile



Lower quartile



Lower quartile



Lower median quartile



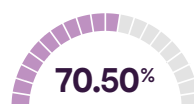
Lower median quartile



Bonus: Proportions Receiving Bonus



Mean Bonus Gap



Median Bonus Gap

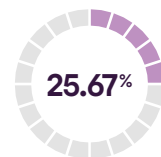


- The 2024 median pay gap has increased from 36.9% in 2023.
- The mean gender pay gap has also increased from 29.1% in 2023.
- The median bonus gap has positively decreased from 53.2% to 0%.
- There has been a decrease in the % of women in the top quartile. Women make up 2.17% of the upper quartile (2023: 4.2%), the makeup is 56.04% (2023: 53.1%) in the lower quartile.

Mean Pay Gap 2024



Median Pay Gap 2024



Upper quartile



Upper quartile



Upper median quartile



Upper median quartile



Lower quartile



Lower quartile



Lower median quartile



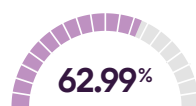
Lower median quartile



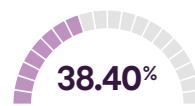
Bonus: Proportions Receiving Bonus



Mean Bonus Gap



Median Bonus Gap

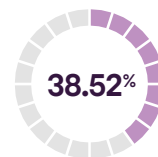


- The mean gender pay gap has increased from 21.6% in 2023, with the median also increasing from 23%.
- There has been a slight increase in women within the upper quartile 5.88% (2023: 4.5%) however, there are fewer women 35.39% in the lowest quartiles than a year ago, 32.7%. This is due to the higher proportion of women being in customer, support roles, which are core roles supporting operations.
- The mean bonus pay gap has increased from 2.1%, with also the median bonus gap increasing.

Mean Pay Gap 2024



Median Pay Gap 2024



Upper quartile



Upper quartile



Upper median quartile



Upper median quartile



Lower quartile



Lower quartile



Lower median quartile



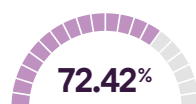
Lower median quartile



Bonus: Proportions Receiving Bonus



Mean Bonus Gap

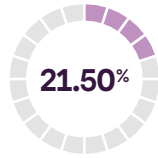


Median Bonus Gap

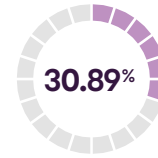


- The median gender pay has increased from 32.5%, coupled with the mean gap increasing to 23.04%.
- Women make up 58.76% (2023: 43.8%) within the lower quartiles that work in key support, customer services roles. However, there has been a slight decrease in females within the upper quartile 7.29% compared to (2023: 8.3%). Directors are 50/50 equal split.
- A significant growth agenda has taken place in 2024, with an increase in recruiting Dual Fuel Engineers, which are predominately male, which in turn attracts higher performance related bonuses and pay.
- Positively, the mean bonus gap has decreased from 85.8% in 2023, with the median also significantly decreasing from 90.6% in 2023.

Mean Pay Gap 2024



Median Pay Gap 2024



Upper quartile



Upper quartile



Upper median quartile



Upper median quartile



Lower quartile



Lower quartile



Lower median quartile



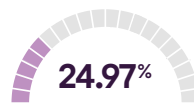
Lower median quartile



Bonus: Proportions Receiving Bonus



Mean Bonus Gap



Median Bonus Gap



- The mean gender pay gap is 21.5%
- The median gender pay gap is 30.89%
- Women make up 51.47% within the lower quartiles that work in key support, customer services roles. However, the upper quartile has a higher % of women (28.99%).

