

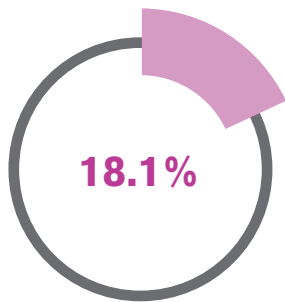
K&T Heating Gender Pay Report 2021

Our Gender Pay Results

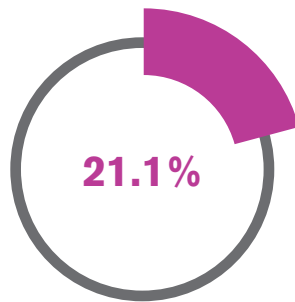
We have intentionally kept the Reports succinct for this reporting year given the unprecedented national circumstance of the coronavirus pandemic which brought a plethora of challenges not just to the Sureserve Group, but to all workplaces.

In adherence to the reporting guidelines, those employees who have been on furlough leave are exempt from this particular report.

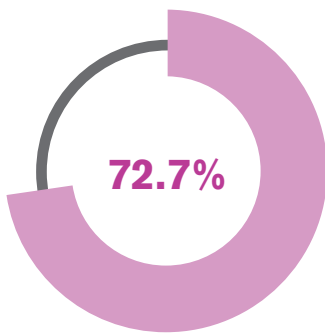
The charts below demonstrate the overall median and mean gender pay gap which accounts for those employed on the 'snapshot date' of 5th April 2020. The bonus gap is based on bonuses paid in the 12 months prior to 5th April 2020.



Mean pay gap



Median pay gap



Mean bonus gap

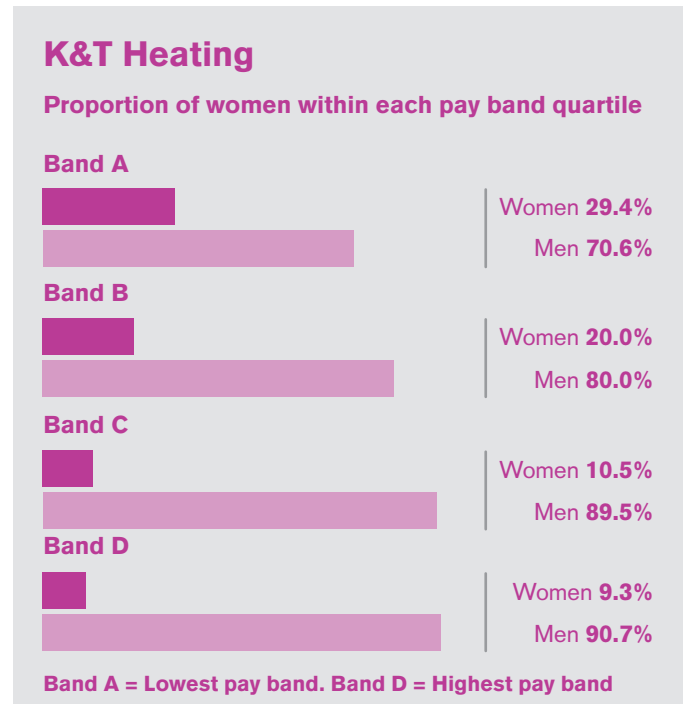


Median bonus gap

The mean pay gap is the difference between average hourly earnings of males and females, whereas the median pay gap is the difference between the midpoints of hourly earnings of men and women. It takes the middle salary from the lowest to highest.

Our calculations show that 61.9% of females received a bonus in comparison with 21.6% of males.

The table below demonstrates the % of men and women and how they are spread across the company structure. This is shown in pay band quartiles, the lowest pay bands being A and B, and the higher levels being C and D.



We will continue to look at how we engage with and encourage females into the industry in all disciplines, especially those in engineering and at leadership level.

K&T Heating will continue to make a long-term investment in our employees with a firm commitment to reducing our gender pay gap via initiatives such as our Equality, Diversity & Inclusion steering group and Gender & Equality working group.