



Sure Maintenance Gender Pay Gap Report 2017/18

Our Goals

We will begin work on developing a diverse engineering and construction workforce by utilising our apprenticeship programmes, our recruitment strategies, and leadership development programmes to ensure we have the talent foundation and future ability to sustain the diversity of our business

We will ensure there is a fair and transparent bonus pay system at every level of the business

One of the Group's most important values is 'Care'. Once we have the right people, we want them to stay with us and flourish. To support females in the business, we are launching a diversity network called 'Women in Business', which will be led by our Chairman, Bob Holt, to gain valuable insight into their experiences and how we can encourage more representation at Senior Management level.

Our overall aim is to develop a welcoming and engaging working environment that promotes a positive and truly diverse workforce across the Group

Introduction

This report follows legislation that came into force in April 2017 which stipulates that employers with more than 250 employees are required to publish their gender pay gap analysis results to the government and the general public.

What is the gender pay gap?

The gender pay gap is concerned with differences in the average earnings of men and women, regardless of their role or seniority.

Is gender pay and equal pay the same?

No, equal pay focuses on pay differences between individuals or groups performing the same or similar work whereas gender pay is a broader measure of average earnings.

What period does the figures capture?

For this particular report, the regulations stipulate we review relevant pay periods which included 5 April 2017. For all employees we measured the pay period 1 April 2017 – 30th April 2017.

For bonus pay calculations, the regulations state we measure any employees who received bonus payments during the 12 months prior to the 5 April 2017.

Sure Maintenance

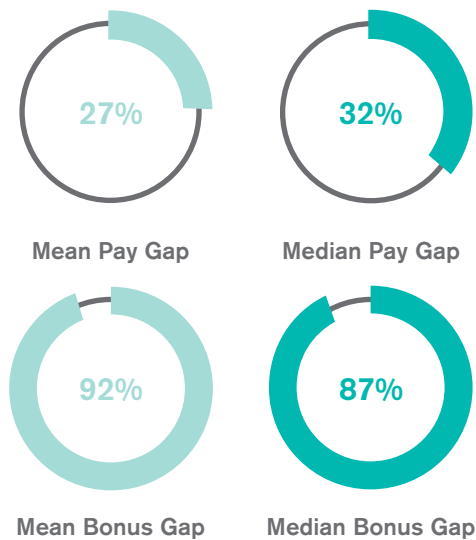
What do our Gender Pay results show at a glance?

Across the industry and in our Company we recognise that our workforce is predominately male (282 males in comparison with 64 females) with a high proportion of men in engineering roles.

The average gender pay gap within the industry currently sits at 23.3% with the UK average recorded as 18.1% so we recognise we have steps to make to reduce this gap. We recognise that females are underrepresented which is particularly pronounced in engineering and senior roles.

Our Gender Pay Results

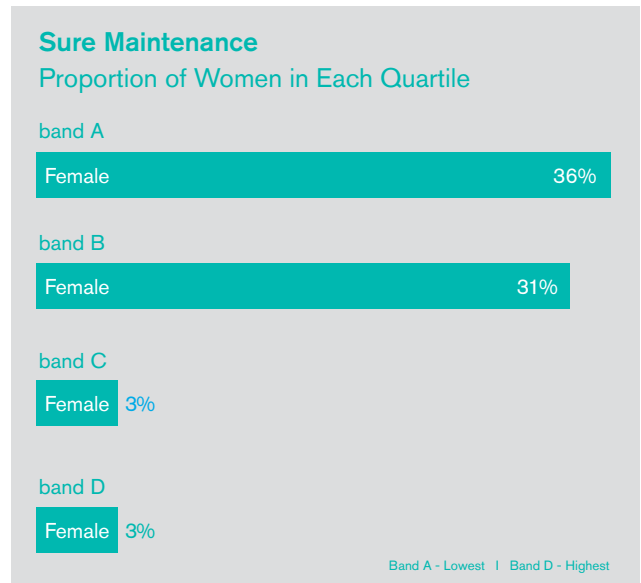
The chart below show the overall median and mean gender pay gap, which shows those employed on the snapshot date of 5 April 2017. The bonus gap is based on bonuses paid in the year to 5 April 2017.



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 3.1% of females received a bonus in comparison with 3% 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.



Whilst we recognise the dominance of male labour in the meter installation and electrical workforce, our results clearly confirm under-representation of females in quartiles B, C and D. We must look at how we engage with and encourage females into the industry in all disciplines, especially those in engineering and at senior level.

Going forward we now have some exciting opportunities to develop and shape our business and the gender gap information will provide an invaluable insight into the way we move forward.

The key learnings from the benchmarking process are that we need to develop a clear strategy on developing a diversely represented business at all levels. A business that is respectful, encouraging and promotes talent.

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We are passionate about fairness, equality, inclusion and are committed to reducing our gender pay gap
 Ian Siddons
 SHRBP