



## Provider Gender Pay Gap Report 2017/18

### Our Goals

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.

We will review our performance management process, which will include succession planning to identify those with the capability and desire to progress. This will assist the Company in building a solid succession management framework and will also include a fair reward and bonus system.

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 – 30 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.

# Provider

## 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 (215 males in comparison with 32 females\*) with a high proportion of men in engineering roles.

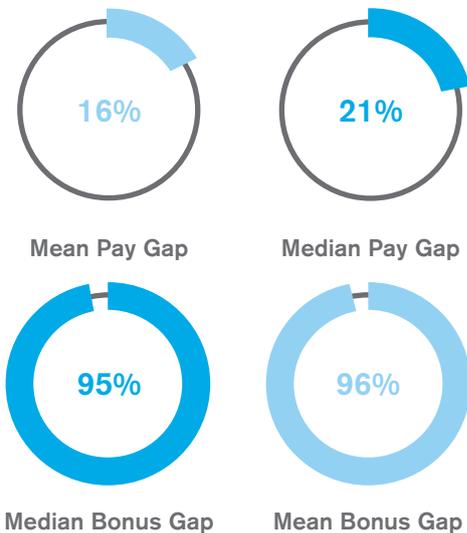
Of our current female employees, 10.5% hold managerial positions, which shows some of the diversity within the business when recent research from Randstad and Construction News show that 48.5% of all construction companies said they had never had a female manager.

Our current female headcount is 85, which shows the expansion the company has achieved in less than one year.

The average gender pay gap within the construction 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 operational roles.

## Our Gender Pay Results

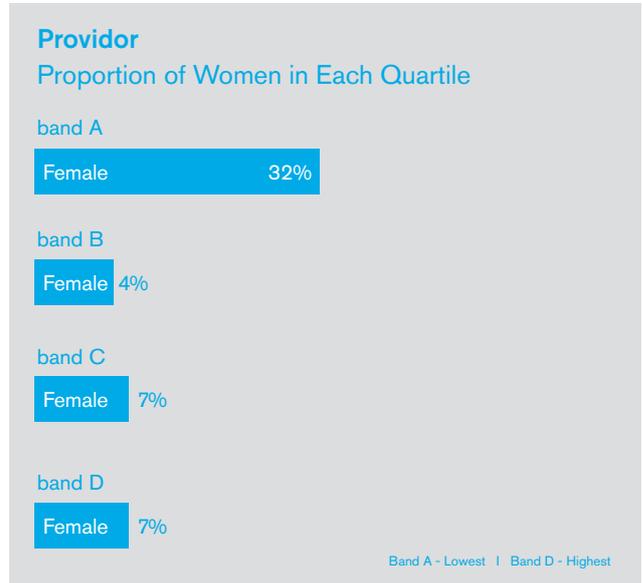
The graphs below show the overall median and mean gender pay gap, which shows those employed on the snapshot date of 5 April 2017. The bonus gap is based on bonuses paid in the year to 5 April 2017.



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 25% of females received a bonus in comparison with 74.5% 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 operational level.

Our bonus gap reflects the payments made to engineers who receive a productivity bonus payment.

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

Deborah Delaune  
HRBP

\*43 employees were not included in the report, due to not being a 'full pay' relevant employee