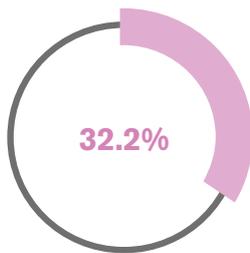


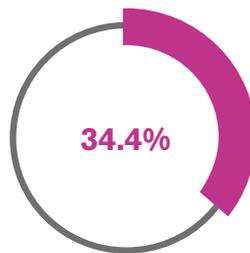
Sure Maintenance Gender Pay Report 2022

Our Gender Pay Results

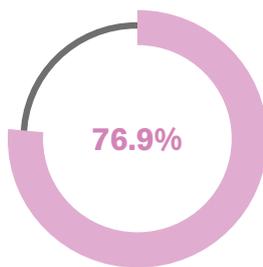
Across the industry and in our Company, we recognise that our workforce is predominately male (at the snapshot date, 342 males in comparison to 84 females) with a high proportion of men in engineering roles. With the UK average gender pay gap recorded as 15.4% for 2021, further to our analysis below we recognise we have additional steps to take to further reduce this gap. We are mindful that last year's results were atypical considering the unprecedented national circumstance of the coronavirus pandemic which brought a variety of challenges to the workplace, including furlough. The charts below demonstrate the overall median and mean gender pay gap which accounts for those employed on the 'snapshot date' of 5th April 2021. The bonus gap is based on bonuses paid in the 12 months prior to 5th April 2021.



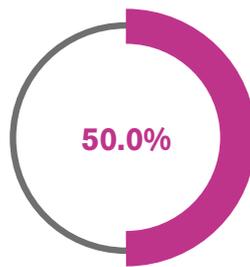
Mean Pay Gap
(2020/21: 33.7%)



Median Pay Gap
(2020/21: 37.2%)



Mean Bonus Gap
(2020/21: 79%)



Median Bonus Gap
(2020/21: 70.0%)

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 73.8% of females received a bonus (57.1% in 2020/21) in comparisons with 20.2% of males (12.7% in 2020/21).

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.

Sure Maintenance Proportion of men/women within each pay band			
Band	2021/22	2020/21	
Band A	Women 49.4%	53.5%	
	Men 50.6%	46.5%	
Band B	Women 20.9%	19.7%	
	Men 79.1%	80.3%	
Band C	Women 6.9%	7.0%	
	Men 93.1%	93.0%	
Band D	Women 2.3%	1.4%	
	Men 97.7%	98.6%	

Band A = Lowest pay band. Band D = Highest pay band

Despite having a higher than industry average number of female Gas Engineers (currently 3.1% vs 0.5% based on Gas Safe Registrations), Sure Maintenance recognises that more needs to be done, firstly to increase the number of women in the industry, and then develop and encourage promotion. To this end we have committed to local trainee programmes, creating paid work placements to enable women to gain vital experience working as Gas Engineers, with the vision that this experience allows women to undertake a Level 3 Apprenticeship and become fully qualified. We are also looking closely at our Management structure and succession planning to actively train and mentor more women into Senior Roles, particularly in Operations where they are underrepresented.

Sure Maintenance 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.