



K&T Heating Gender Pay Gap Report 2018/19

Our Goals

Through the recently launched **Sureserve Academy** learning and development initiative, we are committed to developing a diverse workforce. Utilising our apprenticeship programmes, our recruitment strategies and leadership development programmes we have invested in a range of solutions to ensure we have the talent and ability to sustain the diversity of our business.

Once we have the right people, we want them to stay with us and flourish. This means offering the right support and incentives for both men and women in the business.

Our **Women in Business** working group continues to advocate for both short and long term goals in promoting diversity and equality, and resolving operational and cultural challenges across the Group. This year the group was instrumental in developing an enhanced maternity leave package which is designed to attract female workers across our business.

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 2018 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 2018. For all employees we measured the pay period 1 April 2018 – 30 April 2018.

For bonus pay calculations, the regulations state we measure any employees who received bonus payments during the 12 months prior to the 5 April 2018.

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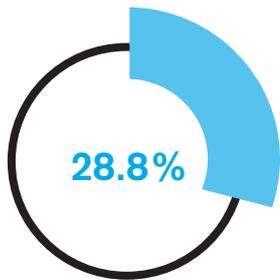
What do our Gender Pay results show at a glance?

Across the industry and in our Company we recognise that our workforce is predominately male (245 males in comparison with 58 females) with a high proportion of men in engineering roles.

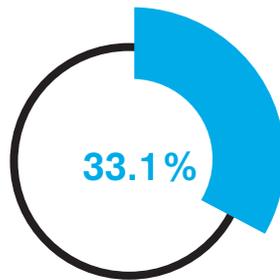
The average gender pay gap within the industry currently sits at 23.3% with the UK average recorded as 18.1% so we recognise we have steps to take to reduce this gap. We recognise that females are under-represented which is particularly pronounced in engineering and senior roles.

Our Gender Pay Results

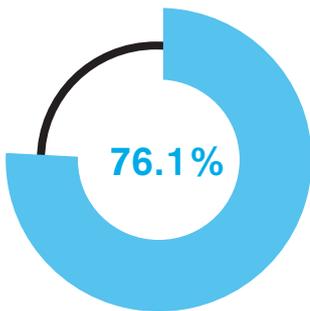
The chart below show the overall median and mean gender pay gap, which shows those employed on the snapshot date of 5 April 2018. The bonus gap is based on bonuses paid in the year to 5 April 2018.



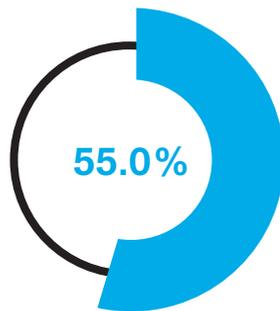
Mean pay gap



Median pay gap



Mean bonus gap

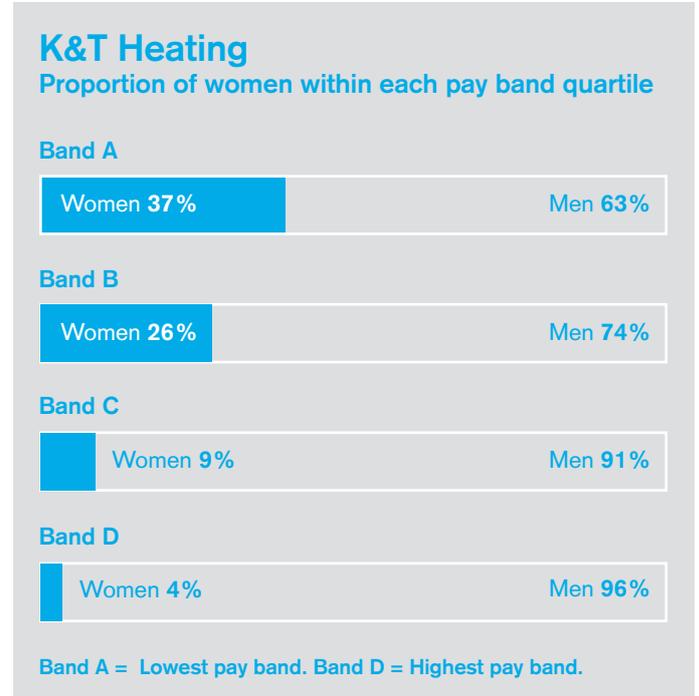


Median bonus gap

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 44.1% of females received a bonus in comparison with 19.6% 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.



Whilst we recognise the dominance of male labour in the Gas Engineering and Compliance Industry, 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 pay 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 and encouraging and that promotes talent.