

The background of the slide features a blurred image of a white van with a blue and yellow logo that reads "SWALE HEATING". To the right, a person in a light blue shirt and dark trousers is walking away on a paved path. The overall scene is outdoors with green foliage in the background.

Gender Pay Gap Report

2023

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Swale Heating is one of the UK's largest providers of maintenance, installation and repair of heating systems, keeping over 125,000 homes safe and warm

Our Gender Pay Gap Report gives insight into our gender pay gap data and outlines our proactive plans for increasing gender equality.

As you will see our overall pay gap is large across the quartiles as is consistent within this industry. We have strategies in place to address this over time.

Positively, the intra-quartile gap across the business is relatively small, meaning men and women in similar roles are paid at a similar level.

Mean and Median Hourly rates by gender

Mean (average) - Total Company

Female: £15.47

Male: £16.10

Percentage difference: 4.11%

Median – Total Company

Female: £11.67

Male: £16.67

Percentage difference: 42.84%

Quartile	Mean pay gap	Median pay gap
Upper quartile	8.28%	0.14%
Upper middle quartile	0.74%	1.15%
Lower middle quartile	0.08%	6.26%
Lower quartile	-3.26%	-2.83%

Overall Gender Pay Gap Analysis

One of the main reasons for our gap is due to the balance of male and female colleagues working at different levels. More male colleagues than females work in senior management and technical roles; more female colleagues than males work at lower graded and administrative roles. This chart shows the proportion of men and women in each quartile of our pay structure in more detail:

Quartile	% Male	% Female
Upper quartile	89%	11%
Upper middle quartile	89%	11%
Lower middle quartile	46%	54%
Lower quartile	38%	62%

Gender Pay Gap Company Actions

- Our recruitment efforts focus on increasing the number of women in engineer field roles, with the aim of specifically targeting females during recruitment fairs and industry recruitment events.
- Recruiting women directly into gas engineering roles is very challenging due to the disproportionately low representation of females in this profession, so our approach is to encourage women to join at the trainee level where ever possible.
- We have a robust salary grading system to ensure there is equal pay for equal work, and grading and external benchmarking is reviewed on a yearly basis.
- We welcome and support any flexible working requests, which is proven to encourage female applicants and retention of women. Since the pandemic we are also committed to maintaining home working for a large section of our workforce.
- Our next steps for 2023 and onward are to continue our strong action towards hiring female gas apprentices, and encouraging the internal promotion of women into senior roles.

