

The background of the slide features a blurred photograph. On the left, the side of a white van is visible, with a blue logo that includes the text 'SWALE HEATING' and a stylized flame or leaf design. On the right, a person wearing a light blue short-sleeved shirt and dark trousers is walking away from the camera on a paved path. The overall scene is outdoors with green foliage in the background.

Gender Pay Gap Report

2024

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Swale Heating is part of the Sureserve Group, one of the UK's largest installers of boilers and heating systems, keeping thousands of 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 and 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: £15.31

Male: £17.42

Percentage difference: 13.78%

Median – Total Company

Female: £14.82

Male: £15.76

Percentage difference 6.34%

Quartile	Mean pay gap	Median pay gap
Upper quartile	19.92%	4.43%
Upper middle quartile	0.89%	8.53%
Lower middle quartile	0.80%	3.94%
Lower quartile	0.74%	-7.98%

Mean and Median Hourly rates by gender - comparison with 2023

This table demonstrates there has been a closing of the gap in the mean and median hourly rate between females and males.

Quartile	Mean pay gap	Median pay gap
Female (2024)	£15.31	£14.82
Male (2024)	£17.42	£15.76
Female (2023)	£15.74	£11.67
Male (2023)	£16.10	£16.67

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. There is a closer ratio at lower graded 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	83.8%	16.2%
Upper middle quartile	91.8%	8.2%
Lower middle quartile	57.5%	42.5%
Lower quartile	53.4%	46.6%

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 wherever 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 encourage and support flexible working requests, which is proven to encourage female applicants and retention of women. We actively engage in conversations on home working and try to maintaining this for a large section of our workforce.
- Our next steps for 2024 and onward are to continue our strong action towards hiring female gas apprentices, and encouraging the internal promotion of women into senior roles.

