



Gender Pay Gap Report

2023/24



Gender Pay Gap Report 2023/24



Gender Pay Gap Statement

Sapphire Utility Solutions is committed to creating a level playing field in which everyone has equal access to opportunities to support and develop their progression. We believe that our people are our greatest asset and as a result, the ability to be able to retain employees and attract new talent for the future is a key focus area to be the employer of choice in our chosen markets. Our continued growth and success, creates opportunities for fulfilling and rewarding roles, utilising the diverse skills and capabilities of all our people.

Our values underpin our behaviour, and we are committed to investing in our people and acting with integrity in all that we do. We want our people to have a positive impact on our clients' customers and the local communities in which we work.

Therefore, we are focused on ensuring our workforce reflects the customers and communities which we serve, and this includes having a workforce that is representative of the communities in which we carry out our work. We are also committed to attracting women into our front-line roles, along with the ongoing development of existing front-line colleagues into leadership roles.

I can confirm that the gender pay gap data contained in this report is accurate and has been produced in accordance with the guidance on managing gender pay developed by the Arbitration and Conciliation Services (ACAS).

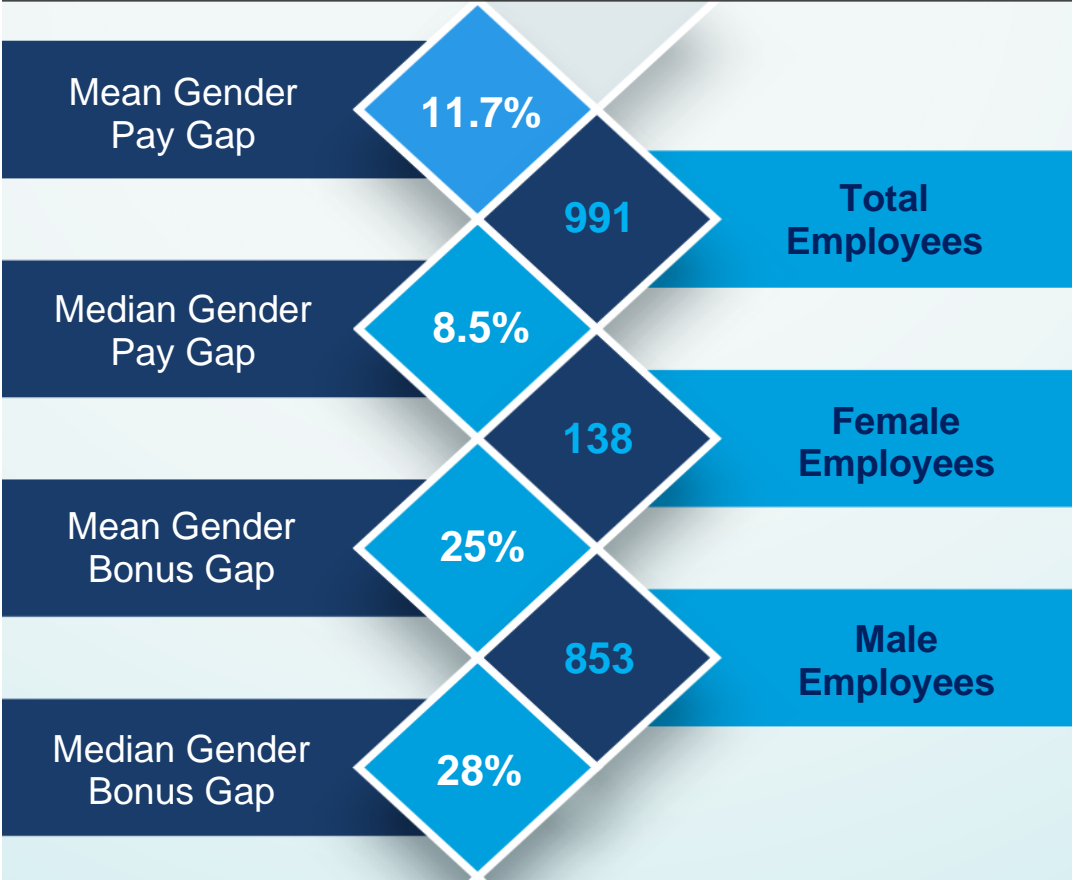
A handwritten signature in black ink, appearing to read 'Colin Kelly'.

Colin Kelly
Managing Director
Sapphire Utility Solutions

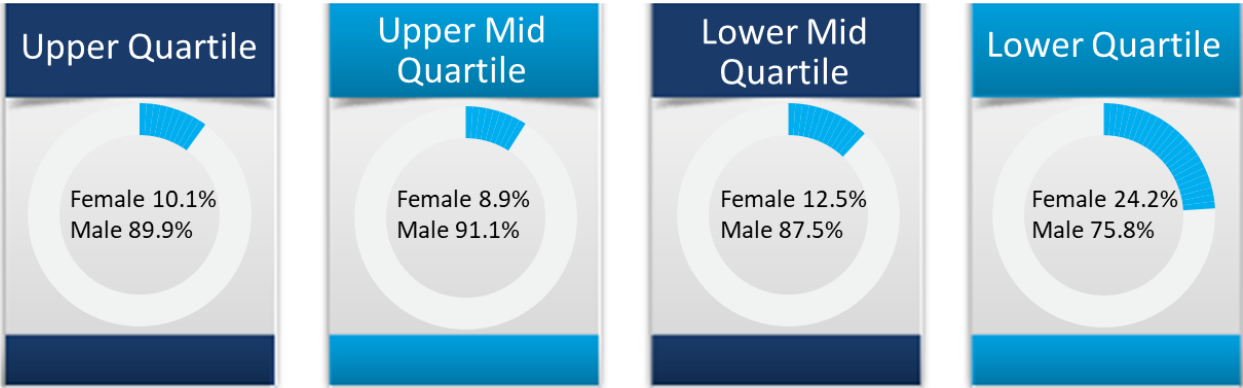
Gender Pay Gap Report 2023/24

Our Results (data on 5th April 2023)

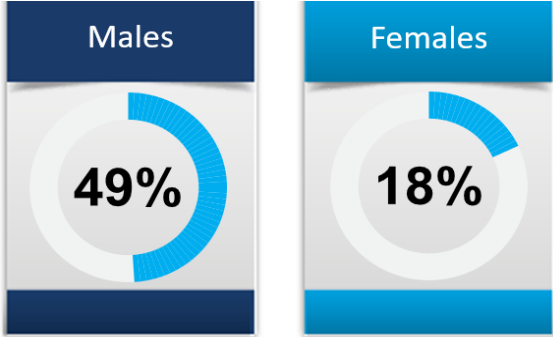
Gender Pay and Bonus Pay Gaps



Pay Quartiles



Proportion receiving a bonus



Gender Pay Gap Report 2023/24



Understanding our gaps

We are confident that our employees are paid equally for work that is of an equivalent value across our organisation.

A gender pay gap exists within our business partly as a result of the significant difference in the number of males and females employed by the organisation. 86% of our employees are male and this weighted distribution of men to women highly influences our gap rather than there being an explicit difference in the reward mechanism for women and men undertaking the same role.

A large proportion of our operational workforce are men and due to the nature of the work being carried out, a remuneration framework for these activities includes overtime, shift premiums and productivity bonuses paid on a regular basis. These pay arrangements are not applicable across all elements of our business, and this contributes to our gender pay gap analysis.

Future Plans

We are actively seeking ways to improve any imbalance and are continually working to achieve the key areas of development set to improve our gender balance and workforce diversity. The Company is also committed to developing and maintaining the following initiatives:

- Our recruitment team actively working on attraction strategies addressing the gender and race gap in construction, collaborating with organisations who support these goals.
- Review of the pay and grading structures for appropriate roles across the business.
- Developed successful links within our local community, building relationships with local schools, colleges and councils which has supported the recruitment of representative candidates.
- Establish a Learning and Development Department who will continue to review and support our talent management and succession planning practices to increase the proportion of women in senior positions.
- A training & development programme, supported by a career pathway to management and leadership roles for our people.
- Review potential to change processes, technology and equipment to be more inclusive of those able to complete the roles