



CET Gender Pay Gap Report 2024

Date of Report: 1 April 2023 to 31 March 2024

Executive Summary

We continue to operate with a hybrid and remote working model, supported by our innovative, cutting-edge, and best-in-class technology platform.

At CET, we are committed to fostering an inclusive and equitable workplace for all our employees. We will shortly be implementing a new EDI strategy that aims to address the needs identified and build on good practice that already exists within CET.

We have recently invested in two new Training Development Officer roles to further enhance our commitment to employee development and ensure that all team members have access to the resources and support they need to advance in their careers. These roles will focus on delivering tailored training programs, promoting continuous learning, and driving the professional growth of our staff across all levels of the organization.

As part of our ongoing efforts to promote gender equality, we are providing a comprehensive report on our gender pay gap. This report aims to offer transparency in how pay is distributed across genders and highlights the proactive steps we are taking to close the gender pay gap within our organization.

A handwritten signature in black ink, appearing to read 'Ashley Phillips'.

Ashley Phillips

CEO

About CET

CET are still operating across the 3 core business areas

- Home Emergency
- Site Investigations
- Underground Services

Gender Pay Gap Overview

The gender pay gap is defined as the difference in average earnings between men and women in the organization. This includes differences in base salary, bonuses, and any other financial benefits.



Company-wide Gender Pay Gap:

- **Mean Gender Pay Gap:** 29.7%
- **Median Gender Pay Gap:** 4.7%

The mean gender pay gap represents the difference in average pay between men and women. The median gender pay gap is the difference in the middle value when all employees' pay is arranged from lowest to highest.

Pay Gap by Quartiles

In this section, we break down the pay gap by employee pay quartiles. Employees are divided into four groups based on their earnings, from lowest to highest.

- **Lower Quartile:**
 - Percentage of male employees: 37.1%
 - Percentage of female employees: 62.9%
- **Lower Middle Quartile:**
 - Percentage of male employees: 34.4%
 - Percentage of female employees: 65.6%
- **Upper Middle Quartile:**
 - Percentage of male employees: 34.4%
 - Percentage of female employees: 65.6%
- **Upper Quartile:**
 - Percentage of male employees: 63.9%
 - Percentage of female employees: 36.1%

Bonus Pay Gap

- **Mean Bonus Gender Pay Gap:** 43.7%
- **Median Bonus Gender Pay Gap:** 36.7%

This section highlights the difference in bonus payments between men and women. It is important to note that this section only accounts for employees who received bonuses.

Representation of Women at CET

As of 31 March 2024, we employed a total of 277 people, with 154 of these roles



held by women, of these, 33 positions are within management.

We are actively working towards increasing the representation of women in leadership roles across the wider business, with a focus on creating more opportunities for growth and development at all levels.

Action Plan to help Close the Gender Pay Gap

We recognize that the gender pay gap is a critical issue and are committed to addressing it. Some of the steps we are taking include:

- **Regular Pay Reviews:** we will continue to conduct annual reviews of our pay structure to ensure fairness, transparency, and consistency across all levels. These reviews are designed to identify any disparities, promote equitable compensation, and ensure that our pay practices align with industry standards and our commitment to diversity and inclusion.
- **Implementing Transparent Grades:** We are looking to introduce clear a transparent grading structure across all roles to ensure equal pay for equal work.
- **Recruitment and Retention Initiatives:** Ensuring that recruitment efforts are focused on attracting women for higher-paying roles and senior positions. Implementing measures to retain women in the workforce, such as flexible working options or career advancement opportunities tailored to their needs, can further support gender equality.
- **Bias-Free Job Descriptions:** Reviewing our job descriptions and criteria to ensure they are inclusive and free from gendered language or qualifications that may inadvertently discourage women from applying for certain positions. Focus on essential skills and experience rather than overly rigid qualifications that could limit diversity.
- **Management Development Programs:** We are proposing to introduce additional management development programs to ensure equal opportunities for career advancement at all levels. In alignment with our commitment to supporting diversity in leadership, we are also planning to offer a **Women in Leadership** program in partnership with HomeServe. This initiative aims to empower and equip women with the skills and confidence to take on leadership roles within the organisation.



- **Flexible Work Arrangements:** We continue to expand our flexible work options to support all employees, regardless of gender, in achieving a better balance between their personal and professional lives. This includes options such as part time shifts, flexible hours, annualised hours, voluntary time off, compressed hours and job-sharing, all of which help create a more inclusive environment where everyone has the opportunity to thrive both at work and outside of it.
- **Bias Training:** We have already implemented unconscious bias training for all hiring managers and People Managers to ensure a fair and equitable approach in our hiring processes, promotions, and salary decisions. This training helps raise awareness of potential biases and provides tools and strategies to make more objective and inclusive decisions, fostering a diverse and inclusive workplace culture.
- **Equal Opportunity in Promotions:** We are ensuring that both men and women have equal opportunities to apply for promotions. Establish clear, objective criteria for promotions and encourage diverse hiring.
- **Investors in People and Investors in Health and Wellbeing** – our recent re-accreditations will support us in further enhancing our commitment to employee development, well-being, and organizational excellence.
- **Great Place To work** – we introduced this survey in October 2024 and future surveys will help us to keep aligned with the experiences and feedback of our people, ensuring we continue to foster a positive and supportive workplace.

Conclusion

CET is committed to reducing the gender pay gap and promoting a culture of inclusivity and equity. While we have made progress, we understand there is still work to be done.

We will continue to monitor our pay data, adjust our practices where needed, and actively work towards closing the gender pay gap within our organization.

Report Prepared by: Jan Fairhurst, HR Manager