

# Our 2021 Gender Pay Gap Report



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## What's our pay and bonus gap?

This report covers all UK based businesses in the HomeServe Group. The individual data for the two UK based businesses with over 250 employees at 5 April 2021- our UK membership business (HML) and Checkatrade – is detailed separately below. These figures show the mean and median difference in hourly rates and bonus pay between men and women, as well as the proportion of colleagues who received a bonus for the snapshot date of 5 April 2021. Figures relating to our 2020 pay gap are shown in brackets as a comparison.

	Mean	Median
Hourly rates of pay	21.4% (21.2%)	28.4% (29.8%)
Bonus pay	57.1% (68.6%)	-61.3% (-34.4%)

	Men	Women
The % of men and women who received a bonus	84.8% (76.5%)	78.1% (82.2%)



## Hourly rates of pay

The mean hourly rate pay gap is driven by the number of men in senior management roles combined with fewer females in analytical and engineering roles, as well as a male dominated engineer organisational structure in HML. The median pay gap is higher than the mean due to the large numbers of men occupying higher pay quartiles. This is averaged out in the mean pay gap by greater gender balance across other roles.

## Bonus pay

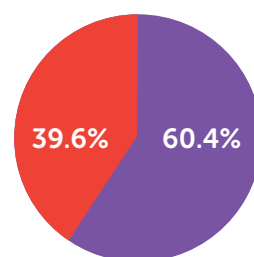
Our mean bonus pay gap in 2021 has reduced from 2020. The mean gap continues to be higher than the median as a result of payments made to senior leaders under the Long-Term Incentive Plan, with these roles mainly being occupied by men. The main driver for the negative median bonus gap continues to be the impact of removing variable pay from HML frontline engineer and customer service roles in favour of fixed pay. The proportion of men who have received bonus pay has increased slightly. This is due to awarding 'Thank You' payments to engineers in HML as a result of COVID.

## How is pay distributed?

This data shows how our pay is distributed across four equally sized quartiles throughout HomeServe Group employees based in the UK.

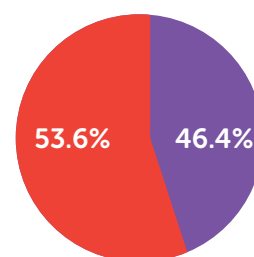
## Pay quartiles & examples of typical HML roles

● Men ● Women



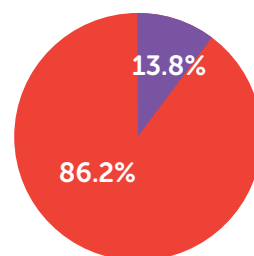
### Lower

Apprentices,  
Admin Assistants,  
Receptionists, HR Assistants



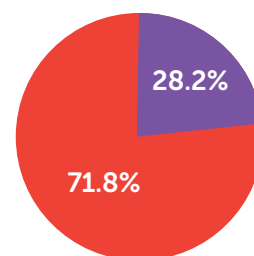
### Lower middle

Customer Service Reps  
Desktop Support Engineers  
Personal Assistants, Team Managers



### Upper middle

Electricians & Engineers  
Team Managers, Project Managers  
Finance Business Partners



### Upper

Senior Leaders, Engineers  
IT Architects & Developers  
Field Managers

## Individual Company data

	Rate of pay (%)		Bonus pay (%)				The % split between men and women in each pay quartile							
	Difference in		Difference in		Received a bonus		Lower		Lower middle		Upper middle		Upper	
	Mean	Median	Mean	Median	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
HomeServe Membership Ltd	19.0	30.7	37.4	-56.3	88.7	79.4	39.8	60.2	54.3	45.7	91.4	8.6	77.5	22.5
Checkatrade	32.6	25.1	36.3	59.8	62.6	73.2	37.2	62.8	43.0	57.0	50.0	50.0	77.5	22.5
Full UK	21.4	28.4	57.1	-61.3	84.8	78.1	39.6	60.4	53.6	46.4	86.2	13.8	71.8	28.2

# Our 2021 Gender Pay Gap Report



Across the HomeServe Group, we continue to be committed to building a fair and inclusive culture. However, we recognise that there is more we must do to close our gender pay gap.

A key driver of our pay gap continues to be the balance of women in our senior leadership roles, together with low volumes of females in our engineering roles which feed succession into frontline Coach and Leadership roles. The gender balance in engineering roles continues to be in line with national averages. In addition, there is a low volume of females in analytical roles which typically exist within our Technology function. We continue to address these issues through both internal and external recruitment and development initiatives.

HomeServe now has an agreed DE&I global strategy, which is enabling us to apply a strategic approach to addressing issues of underrepresentation and to focus on increasing inclusivity across all of our businesses. This work is overseen at Board level by our People Committee.



## Some of the measures the people committee is overseeing include:

- An increase in the female representation on our Board from 22.2% last year to 27.3%.
- Our desire to achieve agreed gender representation targets both at senior level and overall across the HomeServe Group.
- The establishment of a Group wide DE&I Council, responsible for ensuring progress in our DE&I efforts.
- The introduction of a female and ethnic minority leadership development programme in HML.
- Checktrade partnering with a specialist female recruitment advertising platform to increase access to a wider female talent pool for technical roles.
- Greater scrutiny of internal processes such as succession planning, to ensure a strong pipeline of female talent to next level roles.
- Ongoing work delivered through our established employee resource groups, which continue to engage employees with diversity initiatives and raise awareness through promotion of events such as International Women's Day.

I confirm that this data is accurate.

A handwritten signature in black ink, appearing to read "Richard Harpin".

**Richard Harpin**

Group founder and CEO, HomeServe  
March 2022

**Want to find out more?**

For more information on what the Gender Pay Gap is, [click here](#)

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	Mean	Median
Hourly rates of pay	21.2% (22.3%)	29.8% (31.5%)
Bonus pay	68.6% (81.1%)	-34.4% (5.9%)

	Men	Women
The % of men and women who received a bonus	76.5% (76.6%)	82.2% (77.5%)



## Hourly rates of pay

The mean hourly rate pay gap is driven by the number of men in senior management roles combined with the large number of higher paid male engineers occupying the two upper quartiles in HML (with the upper middle quartile in HML starting at £30k per annum). The median pay gap is higher than the mean due to the large numbers of men occupying these higher pay quartiles. This is averaged out in the mean pay gap by greater gender balance across other roles.

## Bonus pay

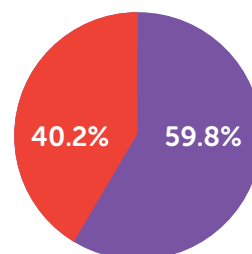
Our mean bonus pay gap in 2020 has reduced significantly from 2019 due to a payment being made under the HML Management Bonus Scheme in 2020. The mean gap continues to be higher than the median as a result of payments made to senior leaders under the Long Term Incentive Plan, with these roles mainly being occupied by men. The main driver for the negative median bonus gap this year is the removal of variable pay for many of our HML frontline engineer and customer service roles in favour of fixed pay. This change incentivises our Frontline staff by trusting them always to do a good job for the Customer, rather than implying that they will only do so to secure a bonus. The proportion of men and women who have received bonus pay has remained fairly equal due to recognition awards paid throughout the year which are included in this calculation.

## How is pay distributed?

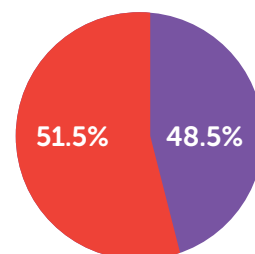
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### Pay quartiles & examples of typical HML roles

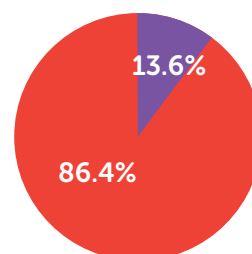
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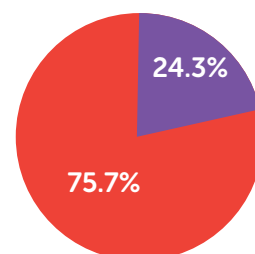
**Lower**  
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## Individual Company data

	Rate of pay (%)		Bonus pay (%)				The % split between men and women in each pay quartile							
	Difference in		Difference in		Received a bonus		Lower		Lower middle		Upper middle		Upper	
	Mean	Median	Mean	Median	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
HomeServe Membership Ltd	20.0	32.1	70.1	-103.5	77.3	83.9	40.7	59.3	56.3	43.7	91.4	8.6	77.7	22.3
Check-a-Trade	31.0	13.8	29.4	-3.4	70.2	76.0	37.8	62.2	33.7	66.3	40.8	59.2	67.7	32.3

# Our 2020 Gender Pay Gap Report



Across the HomeServe Group, we are committed to building a fair, inclusive and diverse culture. In support of this we are pleased to report that we have seen an improvement in our gender pay gaps this year.

A key driver of our pay gap continues to be the balance of women in our senior leadership roles, together with low volume of females in our engineer roles which is nonetheless in line with national averages and which feed succession into frontline Coach and Leadership roles. In addition there is a low volume of females in the analytical roles which typically exist within our Technology function. We are continually seeking to address these issues through internal initiatives and external recruitment processes.

We remain focused on our Group ambition to work towards 33% representation on a combined basis across Board, Executive and their direct reports.

Over the last two years, our continued focus on all aspects of recruitment, talent development and promotion activity has delivered positive change.

To continue to drive our diversity and inclusion agenda forward, we will be engaging an external partner to develop a unified, global strategy. This support will enable us to apply a strategic approach so that we are able to better identify and develop a more diverse workforce.



## Some of the measures the people committee is overseeing include:

- A significant increase in female representation within our Group Executive Committee from 10% in 2019 to 28.6% in 2020. Additionally, an overall increase in female representation in the Group Executive and Direct Reports population from 26.2% in 2019 to 30.4% in 2020.
- Our new approach to senior hiring, which is helping to remove unconscious bias in our recruitment process. By providing tools and guidance to hiring managers we are increasing the levels of diversity amongst potential candidates.
- A principles based approach to working from home during 2020, encouraging the adoption of greater flexibility in work patterns and base locations which in turn is supporting greater diversity in our candidate pool.
- Provision of successful mentoring schemes and development for women in leadership roles with 50/50 nominations for our global talent programmes.
- A new mentoring programme in Checktrade, which has seen much higher take-up rates among female vs male employees.
- Continued focus on initiatives such as 'women in technology', particularly in Checktrade where there is a dedicated external 'women in tech' micro-site providing further information and case studies to showcase career journeys.
- Ongoing work delivered through the Diversity and Inclusion Council and relevant sub-groups, which continues to engage employees with diversity initiatives and raise awareness through promotion of events such as International Women's Day.

I confirm that this data is accurate.

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**Richard Harpin**

Group founder and CEO, HomeServe  
March 2021

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## Hourly rates of pay

The mean hourly rate pay gap is driven by the large number of higher paid male engineers occupying the two upper quartiles in HML (with the upper middle quartile in HML starting at £26k), plus the number of men in senior management roles. The median pay gap is higher than the mean due to the large numbers of men occupying these higher pay quartiles. This is averaged out in the mean pay gap by greater gender balance across other roles as well as predominantly male engineer apprentices in the lower quartile.

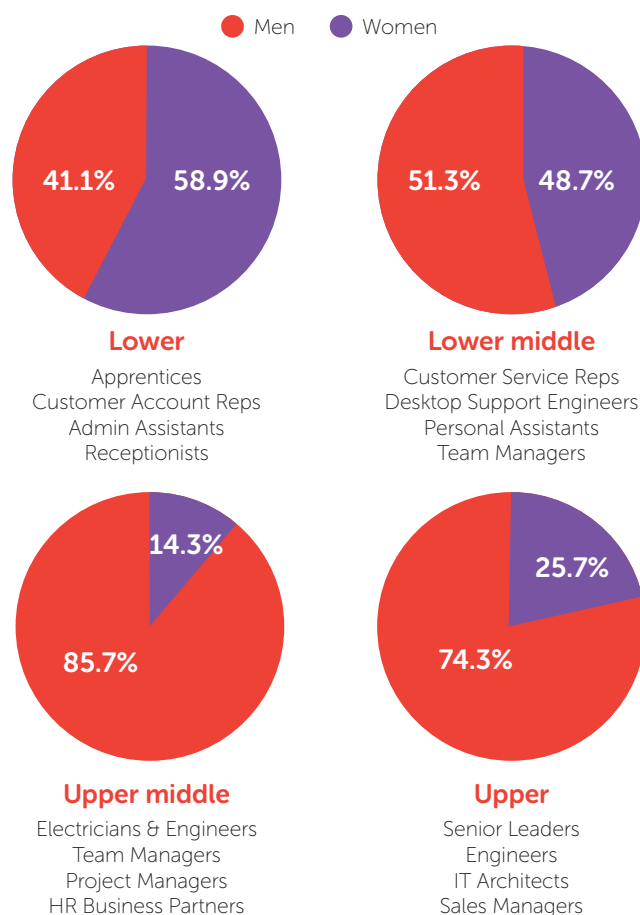
## Bonus pay

Our mean bonus pay gap in 2019 was driven by the fact that our Management Bonus Scheme did not pay out at HML, whereas payments were made to senior leaders under the Long Term Incentive Plan, with these roles mainly being occupied by men. The median bonus gap reflects a more balanced position, demonstrating a good level of equity where payments under other bonus arrangements were made. One driver for the lower median bonus gap is the transition away from variable pay for many of our frontline engineer and customer service roles.

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## Pay quartiles & examples of typical HML roles



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	Mean	Median	Mean	Median	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
HomeServe Membership Ltd	21.1	34.2	82.2	7.7	76.5	76.3	42.2	57.8	53.7	46.3	89.2	10.8	78.6	21.4
Check-a-Trade	39.6	17.1	4.9	17.2	76.6	84.3	34.4	65.6	32.2	67.8	44.4	55.6	62.2	37.8

N.B. The hourly pay gap for Checkatrade is higher due to payment of a one-off bonus to the CEO in April 2019.

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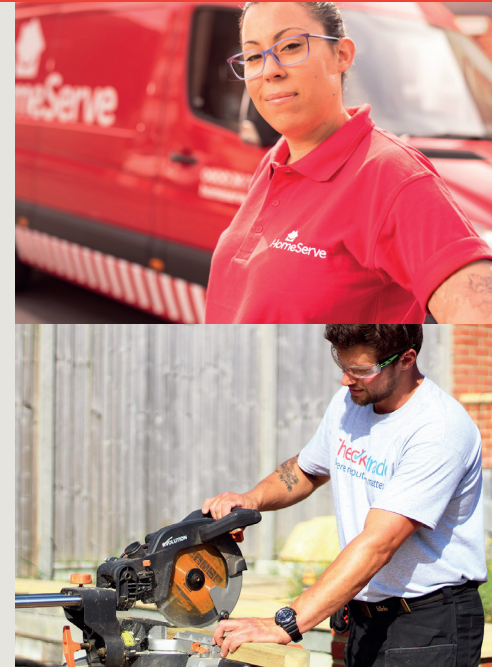


We are committed to building a fair, inclusive and diverse culture and we are confident that the positive action we are taking will help to address the pay and bonus gaps that we currently have.

There are two key drivers of our pay gap – the balance of women in our senior leadership roles and the low volume of female water & gas engineers, which is in line with the national average.

We recognise and value the talent and contribution women bring to HomeServe and we are confident that we reward jobs of equal value equitably and fairly. The measures that we have put in place to ensure that women have the opportunity to progress their careers and reach the highest level are having a positive effect.

We have a collaborative approach to our diversity and inclusion agenda across the Group. In the UK, US and Europe we have continued to make significant progress on a number of our key initiatives during the 2019-2020 financial year.



## Some of the measures the people committee is overseeing include:

- Continued focus on diversity through the work of the Diversity and Inclusion Council with relevant sub groups driving key initiatives such as enhancements to flexible working arrangements
- Balanced shortlists for leadership roles delivering significant strides forward in female senior leadership hiring and internal promotions: almost 40% of global senior leadership hires and 50% of internal promotions to senior roles in 2019-2020 across HomeServe globally were female
- Focus on mentoring schemes and development for women in leadership roles with 50/50 nominations for our global talent programmes
- Delivery of a support package of activity in the UK to ensure females have the right infrastructure around them pre, during and post maternity leave, supporting their return and integration back into the workplace
- Gender bias training as a fundamental part of leadership development programmes within HML
- Female led 'women in technology' initiatives at Checkatrade which will continue to be a focus across our businesses
- Continual integration of the HML Fair Pay grading structure to support openness and transparency in the UK HomeServe Membership business
- Annual pay review and bonus guidance to prevent accidental gender discrimination
- Governance through Remuneration Policy and HR Committee of all incentive schemes.

I confirm that this data is accurate.

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**Richard Harpin**

Group founder and CEO, HomeServe  
March 2020

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