



# Gender Pay Gap report 2018

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# Introduction

We want to be an employer of choice and believe that attracting, retaining and developing the best, most talented individuals, regardless of gender, is key to the future success of our business.

Heras's leadership team is committed to fostering a culture that promotes inclusivity and equality of opportunity for all, within a respectful, supportive workplace that values the contribution that both women and men make.

We encourage career progression and endeavour to reward people fairly based on experience, behaviour and performance. These principles form the basis of our approach to pay equality and this report outlines the ongoing actions we are taking to address any differences.

UK gender pay reporting legislation requires businesses with 250 or more employees to publish annual calculations showing any pay gap between male and female employees against the following parameters:

- Gender pay gap (mean and median)
- Gender bonus gap (mean and median)
- Proportion of men and women receiving bonuses
- Proportion of men and women in each quartile of the organisation's pay structure

This report presents data for Heras.

Heras's median gender pay of 30% is higher than the reported UK average gender pay gap of 17.9%\*. However we recognise the need to continue to tackle the imbalance, as Heras's mean gender pay gap is 9%.

At the time of this report, women represented 20% of Heras's total employee population. The diversity of our workforce reflects wider issues within the industry - particularly within the construction sector - regarding the representation and attraction of women, particularly into technical, operational, and STEM (Science, Technology, Engineering and Maths) roles. We will continue to work within our industry, with government and with other bodies to recruit and develop women within our sector and narrow our gender pay gap.

In this report, we outline the reasons behind the gender pay gap in Heras and the proactive steps we are taking to close this gap and create a more diverse workplace.

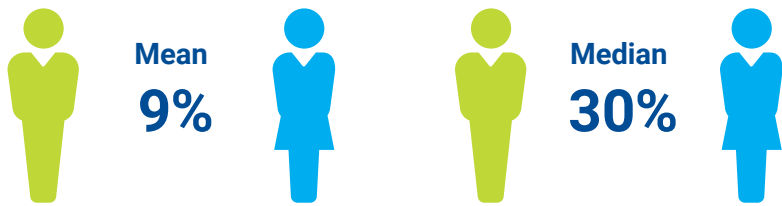
\*Source: Office of National Statistics



# Our gender pay statistics

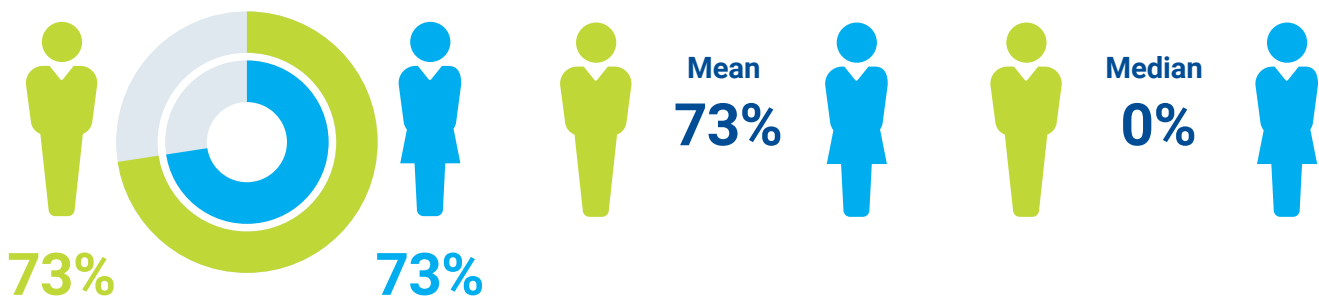
On the 5<sup>th</sup> April 2018, Heras employed over 330 people, of whom 80% were male and 20% were female. As a result, we are reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 about our Gender Pay Gap.

## Hourly pay



This graphic shows the percentage by which women's average hourly pay is lower compared to men.

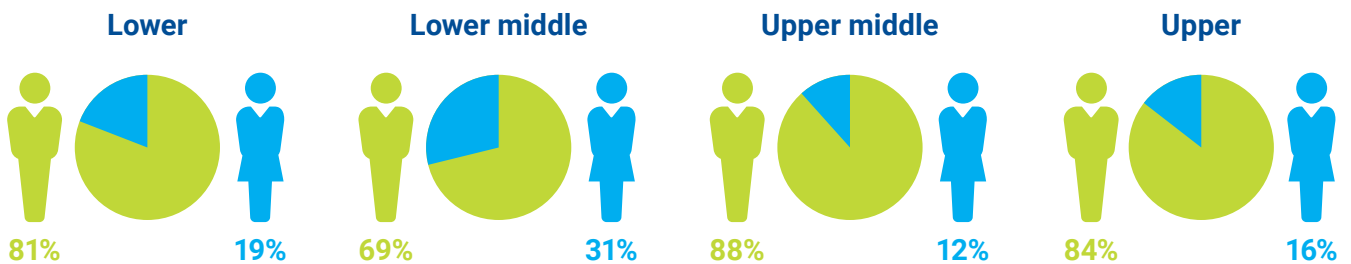
## Bonus payments



The proportion of men and women receiving a bonus.

This graphic shows the percentage by which women's average bonus pay is lower compared to men. The only employees not receiving a bonus payment in the year were those whose employment start date made them ineligible.

## Pay quartile (%)



These quartiles are calculated by splitting the entire Heras workforce into four equal bands based on hourly pay from the highest (upper) to the lowest (lower). Here we show the percentage of men and women who sit in each band. Heras is committed to maintaining diversity in our workforce and operating an inclusive working environment where individuals are recruited, developed and rewarded free from discrimination.

# Our findings

On the 5<sup>th</sup> April 2018, Heras employed over 330 people, of whom 80% were male and 20% were female. As a result, we are reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 about our Gender Pay Gap. The main differentials in gender pay can be explained by the fact that Heras currently has fewer female than male employees. Changes within our organisation have resulted in a 26% increase in labour turnover.

# Our actions

Through a two-year period of rationalisation and integration our challenge for 2019/2020 is to continue to become an employer of choice. We believe that we can achieve our aims through the attraction, retention and development of the best, most talented individuals regardless of gender, a key requirement to the future success of our business.

Heras leadership team is committed to fostering a culture that promotes inclusivity and equality of opportunity for all, within a respectful, workplace that values the contribution both women and men make. We have introduced to our business a group Training Framework so that each employee has the opportunity to build an outstanding career.

We endeavour to reward people fairly based on experience, behaviour and performance.

These principals form the basis of our approach to pay equality and this report outlines the ongoing actions we are taking to address any differences.

Our gender pay gap reflects wider issues within the industry - particularly with the construction sector - regarding the representation and attraction of women, particularly into our Installations.

Our gender pay statistics demonstrate that Heras's overall gender pay gap is 30%, compared to the reported UK average of 17.9%\*.

\*Source: Office of National Statistics

*The content of this report is accurate and in line with government reporting requirements.*

We are actively working to increase the proportion of women at all levels in our organisation. In addition, we are engaging with industry and public bodies to improve perceptions of the construction industry and encourage potential employees - both male and female - to view our sector as an aspirational career choice across a wide range of disciplines.

The proportion of men and women receiving bonuses was 73% of women vs 73% of men and the mean bonus pay gap was 73% and median, 0%. The bonus payments were due to an exceptional bonus based upon specific company performance criteria being paid to all eligible employees.

We will continue to work within our industry, with government and with other bodies to recruit and develop women within our sector and narrow our gender pay gap especially within Technical, Manufacturing and Engineering roles.

We take a gender-neutral approach to our recruitment at all levels, and focus on the suitability of the candidate for the job through competence. We actively recruit more females at all levels within our organisation to improve the gender balance and ensure that we have more women developing through the business.

We continue to work with local educational bodies to reflect the opportunities and successes of females within our business and help more young women to consider careers within the construction industry.

We seek to provide better analysis of the data we capture to use this as an improvement approach to understanding the trends and putting measures in place to recruit more people from diverse backgrounds. In 2019 we will have accurate real-time data for new recruits and leavers to measure the impact of our actions.