



Gender Pay Gap report 2019

Experts in perimeter protection



Opening Statement

Heras is committed to being a diverse international employer of choice by embracing diversity and attracting, rewarding, and developing exceptional talent. As a business we are continuously seeking out new methods in achieving our aim of being an employer of choice, including initiatives and building key partnerships to encourage female participation within a male dominated industry.

As a business we employ over 330 people in the UK with a global headcount of over 1200 employees. We are experts in perimeter protection solutions and together we design, manufacture, install, and service perimeter protection solutions for customers across the business, community, and industry sectors.

In line with UK gender pay reporting legislation, we have laid out within this document the following reporting criteria:

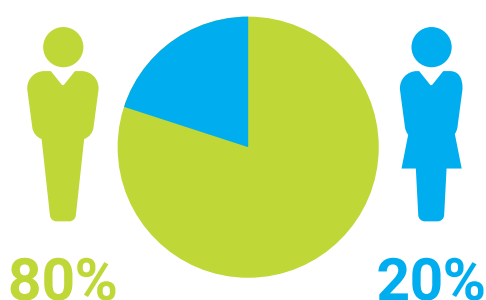
- Gender pay gap (mean and median)
- Gender bonus gap (mean and median)
- Proportion of men and proportion of women receiving bonuses
- Proportion of men and proportion of women in each quartile of the organisation's pay structure



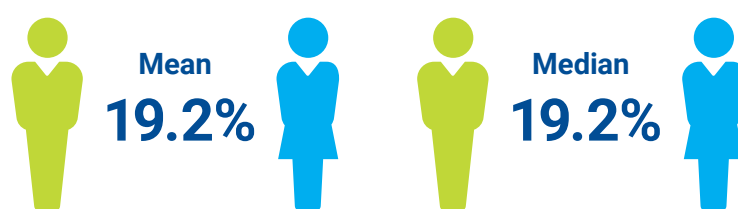
What are we doing to address the gender pay gap?

- In October 2019 we employed a new UK HR Manager whom forms part of the UK steering team alongside other senior management. The steering team house responsibility for the strategic direction of the UK operations and associated strategic decisions. The HR Manager is at the centre of these decisions aligning to all people related activity, ensuring that fairness, equality, and diversity is at the forefront of the UK's operations.
- The HR Manager is supported by a highly qualified, newly recruited UK HR team, whom are all committed to being an inclusive employer; not only regarding gender, but the wider diversity remit.
- We always champion employee feedback on how we can make a difference to the lives of our employees. In October 2019 we launched our first ENPS (employee net promoter score) in order to gain understanding on employee engagement levels. We plan to roll out the ENPS every six months, whereby we will be able to assess changes in employee opinion on the impact our new initiatives are having across the business.
- Our newly formed UK HR department are working on initiatives to engage with external partners to attract female apprentices and graduates to our business. We currently have a number of female graduates within Heras and have recently introduced Graduate Development Days designed to cultivate our graduates into future leaders.
- Heras is constantly looking at ways in which it can allow flexibility in working times and days to attract female candidates to our vacancies. All of these initiatives we believe will attract talented employees to the business.
- We are committed to a culture of equal opportunity and all of our managers actively encourage female participation relating to promotion, training, and development opportunities. This is evidenced in a recent promotion of a female employee to branch manager.
- Launched in February 2020 is the company's Management Training Programme designed at upskilling and refreshing management capability in areas including family friendly policies (including maternity/paternity, shared parental leave, and flexible working). The programme also includes professional behavior and conduct, ensuring that language and behaviour in the workplace is appropriate, non-discriminatory, is up to date and future proof.
- We have been actively working to ensuring equal opportunity throughout our recruitment and selection processes. A full review has taken place and one of the implementations from this is gender neutral job advertisements. We have also created new on-boarding packs for new employees and a new and improved induction programme. The on-boarding pack now includes diversity monitoring forms so that we can analyse data and proactively assess any gaps.
- Wherever possible a member of the HR team is present within final stage interviews to support managers in assessing candidates fairly, and to offer another unbiased opinion.

Total Gender Proportion

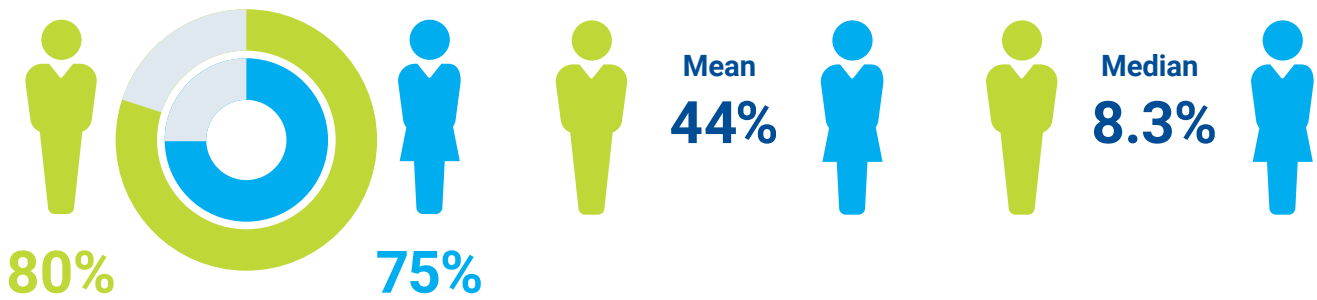


Hourly pay



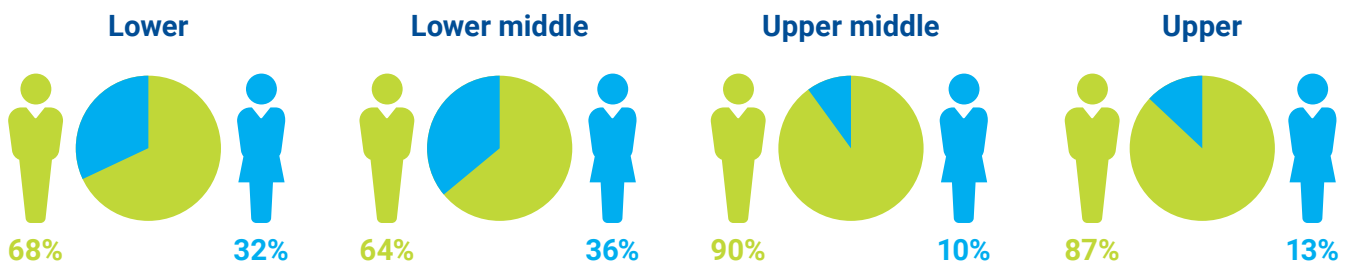
This graphic shows the percentage by which women's average hourly pay is lower compared to men.

Bonus payments



The proportion of men and women receiving a bonus.

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.

Statement from Andrew McMenzie, Country Manager Heras

Heras is an equal opportunities employer and I welcome that this report will bring increased awareness to the importance of equal opportunities within the organisation and the construction industries in which we operate.

We are committed to taking any steps necessary to reduce and eliminate the gender pay gap and to drive parity irrespective of gender.

We are working on delivering on a number of exciting initiatives to further improve equality within our workforce and I look forward to reporting on progress made in our next update.

