



Gender Pay Gap report 2020

Experts in perimeter protection



Opening Statement

Here at Heras Perimeter Protection Limited we are committed to achieving employer of choice status by strategically placing a range of initiatives across our UK business to ensure that we act ethically, embrace diversity, and place our employees at the heart of everything we do.

We are passionate about attracting, rewarding, and developing exceptional talent and success at Heras is not limited by gender. This is built into our DNA from the top-down from our CEO, and we are continuously seeking out new methods to promote equal opportunities to everyone in our business.

Heras are a manufacturing and construction business operating in various locations across the UK, providing perimeter protection solutions for a wide variety of customers across the country, helping to protect some of the UK's key infrastructure and public services.

We don't stay still. We listen, we evolve, and we adapt. We continually strive to be Europe's number one premium perimeter protection brand and to be the best we can in everything we do.



Gender diversity initiatives

- The UK Steering Team includes 3 female leaders whom house responsibility for the strategic direction of the UK business, and associated strategic decisions. This includes the UK HR Manager at the epicenter of those decisions, ensuring that fairness, equality, and diversity are all at the forefront of the UK business.
- The entire HR department are highly qualified and well-versed on the benefits and legal parameters surrounding equality and diversity, including but far outreaching, that of gender.
- We are advocates of flexible working and seek to accommodate this where it is operational viable. It has been integrated into our recruitment process that a conversation will take place between the hiring manager and the HR team as to how much flexibility can be offered for successful candidates. This will widen talent pools and benefit women whom may not otherwise be able to apply for a role without the offer of such flexibility.
- We don't stay silent. We actively encourage female participation relating to promotion, training, and development opportunities.
- Launched in 2020, and continued into 2021, our Management Development Programme has an entire module dedicated to family policies (including maternity/paternity/flexible working/shared parental leave). This is to fully equip managers on best practice, being an employer of choice, and legal considerations associated with the wide range of family friendly policies. The programme also has a module dedicated to behaviours in the workplace which drives management capability in recognising inappropriate and discriminatory behaviour at work and equipping them with the skill to address and eliminate such behaviours.

Gender Pay Gap Data

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

Gender Pay Gap

Our business operates a number of highly technical roles (commanding high salaries) of which many are occupied by men within Heras and also dominated by men in the labour market. Conversely, many administrative roles (commanding entry level salaries) within Heras are occupied by women, and also more dominated by women in the labour market.

Mean (Average) Gender Pay Gap



Median Gender Pay Gap



Gender Bonus Gap

There is a significant difference between mean and median bonus pay owing largely to senior position related bonuses occupied by men. There is however a vast difference between the mean and median bonus gap owing to small regular bonuses for a male dominated business area, subsequently lowering the median gender bonus gap in comparison to the mean gender bonus gap.

Mean (Average) Bonus Pay



Median Bonus Pay



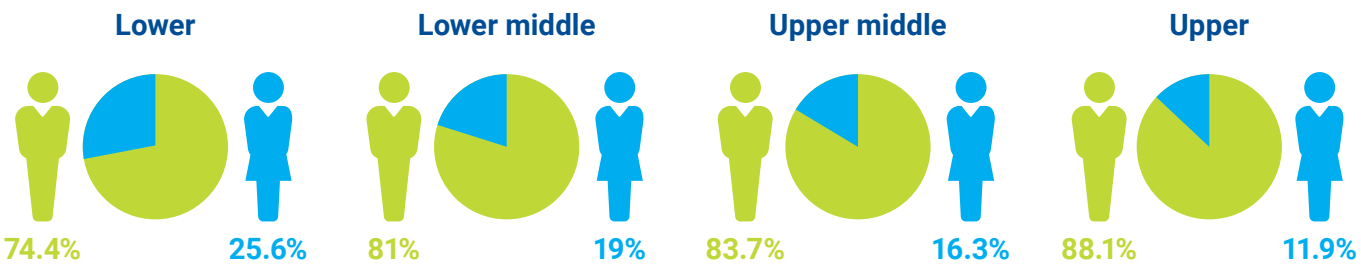
Gender Bonus

The below data illustrates a gap of 4.5% between men and women receiving bonuses, of which a substantial contribution to this gap is owing to a productivity bonus within a business area aligned with roles which are predominantly occupied by males; both within Heras and the talent pool.



Gender Pay Quartiles

The below quartiles represent our entire UK business in April 2020 whereby the data was split into four equal portions. Part of the reason that female representation is comparatively low is due to the nature of our business and that it is male dominated historically which has meant a historic trend of males progressing through our business into more senior roles. However, we look forward to instigating changes to this data in the coming year and beyond as part of our commitment to equality and diversity.



What next for Heras?

- In 2021 we plan to launch a Female Mentoring Programme to be offered internally and to females across our business. This will help empower females in our business and actively promote female development.
 - We are widening our social media strategy and presence including recruitment adverts in order to proactively target female audiences.
 - The HR department are working on initiatives to engage with external partners to attract female apprentices and graduates to our business.
 - We are also working on building key partnerships with targeted allies to support and encourage experienced female participation within a male dominated industry.
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Statement from Amy Grey, UK Finance Director

With the support from the top down from our CEO and the UK Steering Team, we look forward to furthering our equality, diversity, and inclusion agenda across all of our UK operations. It's great to see the developments within the last year and we are optimistic for the future in championing women to succeed in the manufacturing and construction industries.

