

Gender Pay Gap Report 2021



Experts in perimeter protection



Opening Statement

Gender pay parity is a topic backed at the highest level within Heras and forms part of our wider diversity and inclusion strategy. The promotion of fairness, diversity, and inclusion is executive-led and mirrors our company values of being experts, reliable, and committed in everything we do. This commitment is demonstrated in that we have chosen to publish this report although we are not legally required to do so. This report refers to the 'snapshot' date of 5th April 2021 which means that the data reflects information relating to employees employed on that date.

At the heart of Heras lies our employees and we continuously strive to enhance employee experience to engage, motivate, and reward fairly in a bid to retain our skilled and knowledgeable employees.

We are passionate about female participation whilst still considering colleagues of all genders, and we have carefully selected initiatives to champion women in our business where it is legally and ethically appropriate. We stay connected to our staff, we listen, and we adapt as we strive for employer of choice status and to be Europe's number one premium perimeter protection brand.



Equal Pay Versus Gender Pay

Equal pay and gender pay are often used interchangeably and, although they do overlap, they have two very separate meanings. Equal pay has been written into law for many years and refers to men and women receiving equal remuneration when completing work that is the same or broadly similar. However, gender pay looks at key reporting measures and looks at the average differences between the remuneration of men and women. By taking this deep dive into the gender data, it allows Heras to consider the wider concept of gender pay, the factors driving the difference, and to take a strategic view to actively contribute to closing the gender pay gap. Heras is committed to a fair remuneration structure based both around equal pay and gender pay.



Heras 2021 Gender Diversity Initiatives

At Heras we acknowledge that the construction and manufacturing industries are male dominated however, we are dedicated to promoting and facilitating the success of females and opening doors for women within such a notoriously male-driven environment.

Completed/In Progress

- **Targeted Recruitment:**

Tailored recruitment to attract more female applicants, including promoting any flexible working options.

- **Pay Audit:**

Completed a part-time and equal pay audit to ensure fairness across genders.

- **Flexible Working:**

We continue to consider flexible working to ensure that we widen our talent pool as much as possible, as well as to retain employees with childcare and caring responsibilities which disproportionately affects females.

- **Women's International Day:**

Promoted this international day of celebration across the UK business including an article published by a leading recruitment agency based on the career of our female Finance Director.

Although the gender pay data does show a gap between males and females, we are satisfied that the rationale behind this is largely explainable owing to market forces and talent pools as opposed to underlying discrimination. However, there is always room for improvement and one area that we particularly want to focus on is the gender pay quartiles to increase female presence in the upper and upper middle categories by using a mixture of short and long term initiatives, including the below.

Upcoming

- **Female Mentoring Programme:**

Plans are in place to launch the Heras Female Mentoring Programme targeted to equip our female future leaders to progress into management and senior management roles.

- **EDI Strategy:**

A priority is to establish an equality, diversity and inclusion strategy in order to embed and promote EDI into our culture for the long term.

- **Unconscious Bias Training:**

By the end of 2021 we will have designed and delivered unconscious bias training for all UK based employees in order to challenge patterns of thinking and to eliminate any potential discriminatory behaviours and thought processes.

- **Kickstart Scheme:**

Participation in the Government's Kickstart Scheme, providing supported work experience for young unemployed persons including females.

- **Leadership Programme:**

Plans to launch a Leadership Programme following the success of the Management Development Programme in 2020 in order to further equip our managers with knowledge around people management, family policies, and behaviours.

- **Educational Partnerships:**

College and university partnerships with a focus on encouraging female participation within the manufacturing and construction industries.





Gender Pay The Data

The below data incorporates the 6 required reporting measures as per gender pay reporting legislation:

- 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

The legislation around data to be used in gender pay reporting is very specific which means not all employees are included in the data; for simplicity, here is an overview of how the government require us to report data:

Category	Included in Data?
All employees receiving full pay on 5th April 2021	✓
Employees receiving reduced maternity/paternity pay	
Employees receiving reduced sick pay	

Hourly Rate Calculations	Included in Data?
Shift payments included in hourly rate calculation?	✓
Living allowances included in hourly rate calculation?	✓
Car allowances included in hourly rate calculation?	✓

Gender Pay The Data

Gender Pay Gap Data

The mean gender pay gap figures illustrate the difference between the average hourly pay of men and women; this being the hourly rates of both genders being added up and divided by the amount of relevant employees in each gender.

Mean (Average) Gender Pay Gap



Median Gender Pay Gap



The median gender pay figures show the difference between the middle value of the hourly rate of male and female employees. This is calculated by looking at the hourly rates of each gender and identifying which value is in the middle of the spread of data.

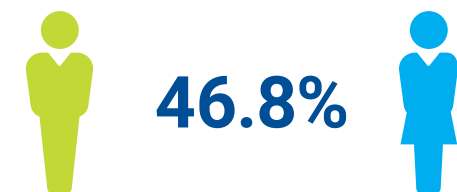
Gender Pay Gap Data

The mean and median gender bonus gap data has been calculate in the same mathematical manner as the gender pay gap data above however, the data used in this instance related to bonus rather than hourly pay.

Mean (Average) Bonus Pay



Median Bonus Pay



Gender Bonus Proportions

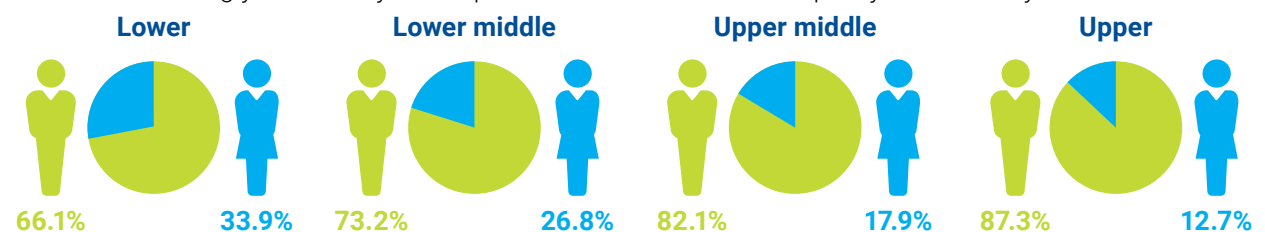
The gender bonus proportion figures are calculated based on the percentage of males and females receiving a bonus payment during the relevant period which is the 12 months prior to 5th April 2021.

% bonus received



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.

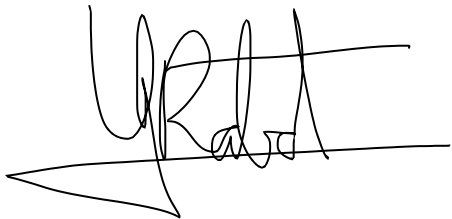


2021 Highlights

- **3.8%** reduction in the mean gender pay gap since our previous gender pay report which is largely attributable to the overall increase in females within the upper pay quartiles.
- **47.8%** reduction in the mean gender bonus gap owing to more females being in roles attributed with a bonus.
- **6.4%** increase in the gap between males and females receiving bonus from last year with **1.9%** more women than men receiving a bonus.
- An increase in females within all pay quartiles, demonstrating an increase in women being recruited at Heras.

Declaration from Gilles Rabot, CEO

I confirm that the information included in this report is both accurate and compliant with gender pay reporting requirements. The action points included in this report have the full support of senior management both in the UK and internationally, and we look forward to making further progression in the future with our ongoing gender diversity initiatives.





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