

Gender Pay Gap Report 2022



Experts in perimeter protection



Opening Statement

At Heras Perimeter Protection Limited we are committed to creating a work environment that empowers our employees, embraces our differences and encourages inclusivity. We are also committed to ensuring that we extend these same principles to our customers, suppliers, and the communities we serve. We understand that the ideas and innovation that a diverse and inclusive workforce brings are imperative to our success, so we continue to develop our initiatives that enable us to attract, reward and develop exceptional talent.

Heras are a 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. In line with historic trends across our sector, our current gender balance is largely male, and we recognise that this cannot be substantially changed in a short period of time. We are on a continual journey to champion females to succeed within our business and keep doors firmly open for all genders.

We listen to our workforce, we evolve and we adapt as we strive for employer of choice status and to be Europe's number one premium perimeter protection brand.





Gender Pay Gap Reporting Explained

The gender pay gap is an equality measure that shows the difference in average earnings between women and men in the workplace. Every year companies employing 250 or more people must publish:

- Mean and median gender pay gap in hourly pay
- Mean and median bonus gender pay gap
- Proportion of men and women who receive a bonus
- Distribution of men and women across pay quartiles

Although we do not meet the criteria for mandatory gender pay gap reporting, we have chosen to publish our data regardless, to maintain transparency and to show our continued development and progression:

The gender pay gap statistics are calculated using basic pay at a snapshot point of the 5 April 2022, this includes shift payments, living allowances and car allowances.

It's important to note that gender pay gap is different to equal pay. 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 the average differences between the remuneration of men and women.

By looking into the gender pay gap data, it allows us 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 2022

Closing the Gap

At Heras we understand that the Construction industry is male dominated however, during 2022 we have introduced and implemented several initiatives to help make Heras a more diverse and inclusive place to work.

Completed/In Progress

- A full salary benchmarking review took place in 2021 to ensure we had consistency and fairness across the business, and to successfully remain competitive within our market, in order to attract diverse talent.
- We proudly promoted International Women's Day in 2021 to all our colleagues and actively encouraged participation in a female-led senior leader's event hosted by Northern Power Women.
- We believe it's important to create a supportive culture here at Heras, regardless of gender. We aim to support our employees through any life changes they may be experiencing, which is why we have sourced a specialist trauma counselor that has helped support some of our employees through traumatic or challenging life events, such as IVF treatment, those experiencing bereavement or mental health issues.
- As part of our pledge to improve the gender balance within our business, we need to challenge preconceptions about working within our sector. We have partnered with two educational institutes, and are looking to further expand this in 2022. The aim of these partnerships is to offer career guidance and employment preparation support. One of our initiatives included delivering a presentation to female students between the ages of 14-16, on women working within the Construction industry and the progression routes available to females.
- With the aim to increase our involvement with our local community, we are extremely proud to have partnered with a charity called Rotherham Rise, that support survivors of both genders through domestic abuse and sexual exploitation across both in South Yorkshire and across the country.
- We launched our Female Mentor Scheme, with the initial phase centered on supporting female employees making career changes such as being promoted to management positions. Ongoing coaching is provided to ensure their transition is smooth and we give them with the tools they need to excel in their new role.
- We participated in the government backed Kickstart Scheme, where we successfully placed four young people within our Marketing, IT, Operations and Finance departments. By supporting the government scheme and equipping young people with valuable career experience, it enabled them to go on and successfully carve out a career path for themselves within Heras and other companies.
- We successfully recruited our first female Warehouse Operative at Heras, showing that careers within Construction are for both genders.
- We are represented on the regional MAKE UK board by our UK HR Manager, Laura Ibbotson. The aim of this is for networking, sharing initiatives and promoting females into our industry
- We have committed ourselves to increasing our brand awareness to potential candidates and to help attract more females into the business. One of the initiatives used to achieve this is to increase our social media presence through avenues such as LinkedIn.

We have seen some positive changes to our gender pay gap data from previous years, which shows that the focus on these initiatives is having a positive impact, but we acknowledge that this trend needs to continue to progress and improve.



Gender Pay The 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

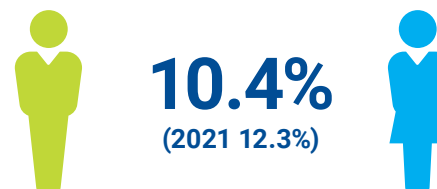


Gender Pay The Data

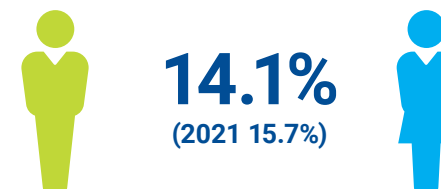
Gender Pay Gap Data

We have seen our Mean and Median Gender Pay Gap figures decrease on previous years, which is a positive trend and we credit this to our full salary benchmarking review that took place in 2021.

Mean (Average) Gender Pay Gap



Median Gender Pay Gap

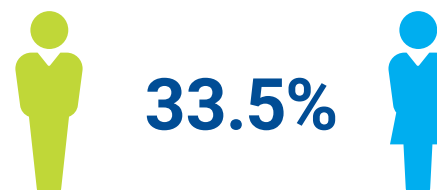


However, we recognise we still have a long way to go, as our business operates a number of highly technical roles (commanding high salaries) of which many are occupied by men within Heras and also historically dominated by men in the labour market.

Gender Pay Gap Data

The mean and median gender bonus gap data has been calculated 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

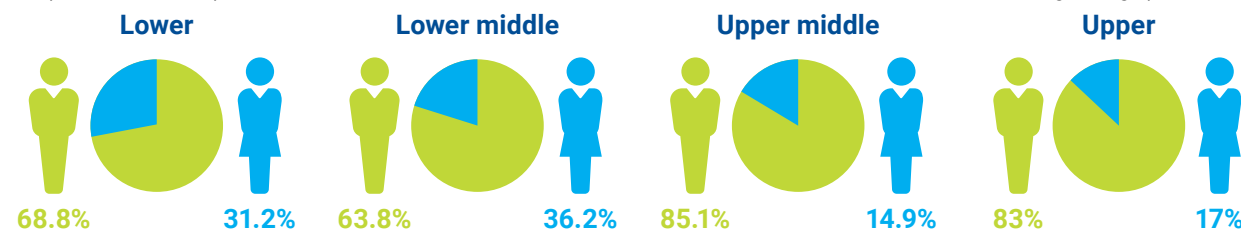
The gender bonus proportion figures are calculated based on the percentage of males and females receiving a bonus payment during the relevant period which is the 12 months prior to 5th April 2022.

The below data illustrates a gap of 12.2% between men and women receiving bonuses. While our data shows more females are receiving a bonus than males, the figures of these bonuses received by males are higher, due to the majority of our leadership roles being occupied by men.



Gender Pay Quartiles

The below quartiles represent our entire UK business in April 2022, 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. We continue to work towards changing these figures, and we hope with the implementation of our female mentor scheme, we can work towards closing the gap.



“Heras are committed to upskilling and developing their employees.”

“Moving from the world of hairdressing to a manufacturing and warehouse environment was quite an adjustment, but I’ve been supported through every step of the way. I was the only female working within the warehouse, but never felt left out or unwelcome. I was provided with all the support I needed, including gaining my forklift truck license and working closely with my team leader to learn every aspect of the role.

I’ve since progressed into a sales role, which shows how committed Heras are to upskilling and developing their employees. They have given me the best training and support, including ongoing coaching within my new role to ensure I have all the capabilities I need to succeed. Heras constantly pushes you to be your best!”

Beth Charlesworth
Internal Account Manager (Trainee)





“Flexibility around my children’s needs has enabled me to maintain a healthy work life balance, while continuing to progress within my career.”

“During my 17 years at Heras I have experienced a huge amount of support. I have had flexibility around my children’s needs allowing flexible start and finish times when needed or working from home.

The focus on mental Health at Heras has allowed me access counselling to deal with personal issues and maintain a healthy work life balance. The continued support from Heras has allowed me to progress, not only to a management position but to be recognised in a position of trust within the company.

I have had a wealth of training offered to support in developing my Excel skills as well as training in first aid for both physical and mental health. The management training program that Heras offer has allowed me to develop my management skills and in turn help me to support my own team better. I am currently exploring my options of further progression by looking to obtain my accreditation in accounting, which I am happy to say the company have already expressed a willing to support with.”

Emma Tiplady
Management Accountant

“Working in a male dominated industry can be challenging, but at Heras I’ve always felt valued and treated equally to my male colleagues.”

“As a female Project Manager in a heavily male orientated industry, it can be very challenging but I feel I have been accepted as an equal here at Heras and have never been treated differently in any way. I’ve always been made to feel like I am a valued member of my team here. I feel heard, listened to and respected just as much as my male colleagues.

I’ve always been supported by my team and other departments since I joined, whether that has been assistance in some of the more technical aspects of my role or just general support throughout my time here.”

Alison Sallows
Project Manager





Mobile Fencing & Security

“Heras are great at supporting progression, encouraging career development and guiding employees in the right direction.”

“I saw the Operations Manager - Southern position and thought I had the work ethic and qualities to fulfill the role. After expressing my interest, I received plenty of encouragement from my manager to apply for the role, and from being offered and accepting the position, I have been heavily supported in every way. I’ve never felt held back, Heras are great at supporting progression and guiding people in the right direction.

I’m a big believer in encouraging my team to express their desires within the business as this has helped me build my confidence & further my career with Heras”

Ally Batt

Operations Manager – Southern

What next for Heras?

- In 2022 we plan to expand our Female Mentoring Programme across our business. This will help empower females at Heras and actively promote female development.
- In 2022 we will publish our official ESG strategy, with the aim to improve our environmental, social and governance footprint.
- We are currently working on our Be Better campaign, which will include delivering Equality, Diversity and Inclusivity training to all our employees across the business, in order to embed and promote EDI into our culture for the long term.

Statement from David Owen, country manager

Across many industries, there has historically been inequality for women. Not only in terms of pay and conditions, but for them to be recognised for their achievements and how inspiring they are across the world. We at Heras are always actively striving to do better for the women in our team.

Since we first reported our gender pay gap data in 2018, we have made great progress in our pledge to close the gap and prioritise inclusivity and diversity within our business. We should be encouraged by the fact that our work is beginning to pay off, but we must also maintain this momentum in order to further continue this progress.

I would like to take this opportunity to thank each and every one of our employees for their dedication, initiative and commitment, which enables us to drive our business forward, of choice status and to be Europe's number one premium perimeter protection brand.

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