



HERAS



# GENDER PAY GAP REPORT 2023

# OPENING STATEMENT

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At Heras Perimeter Protection Limited, we are committed to creating a work environment that empowers our employees, embraces our differences and encourages inclusivity. That is why we have implemented a range of initiatives to attract and encourage diversity and inclusion across our business by valuing everyone and respecting our differences and perspectives.

The reason we are passionate about closing the gap is because Heras is a Construction business which operates as part of a predominantly male dominated environment. We work 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 remain committed on our 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. We are pleased to report our gender pay gap findings for 2022-2023, and are proud of the extremely positive improvement we've delivered across all our data.

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# 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 2023, 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.

# CLOSING THE GAP

We have introduced and implemented many initiatives throughout 2022 and 2023 to help make Heras a more diverse and inclusive place to work. 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.



## Completed/In Progress

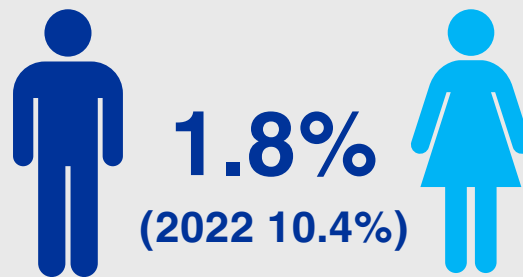
- A full salary banding review was conducted in November 2022 to ensure we had consistency and fairness across the business but also being in line with current market rate to successfully remain competitive within our market, in order to attract diverse talent. This is now part of our annual banding review process.
- We launched several projects with a Doncaster based school to inspire the younger generation. This included a workshop on women working in the construction industry. By doing this, we aim to inspire the students that there are a variety of jobs and industries out there that they can succeed in as well as trying to retain the talent in Doncaster. We hope to proceed to work with more educational institutes to host this session and inspire more female students.
- Heras has hosted work experience for several different students to help them decide in what to do in their career going forward, how they will get there and what education they need to succeed for example, university degree.
- We are actively working on our talent management and succession planning within Heras and will always actively develop our employees so that they are ready for when the opportunity arises. In 2022 we promoted two female employees in to senior positions for. We promoted a Service Coordinator to a Service Team Leader position, this promotion was supported by a full training plan to develop their management skills and coached by another employee within the business to develop their management capabilities.
- In 2022 we launched a maternity workshop for employees who are pregnant, preparing for adoption or are currently on maternity leave. This workshop gave Heras employees the opportunity to talk through their concerns with each other including coping mechanisms, preparing for leave as well as returning to work.
- In 2022, we launched our menopause policy and a support handout for employees to gain more of an understanding of what menopause is and support available. Training was also created for managers so that they are able to support their staff who go through the menopause.
- In 2023, we launched our ESG strategy with the aim to improve our environmental, social and governance footprint.

# THE DATA

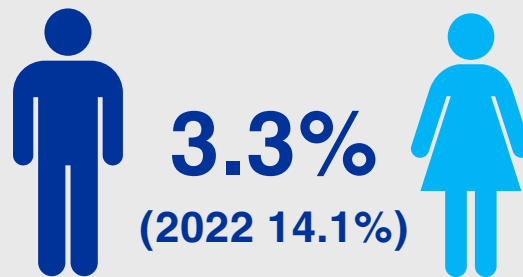
In line with UK gender pay reporting legislation, we have laid out within this document the following reporting criteria:

- 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

## MEAN (AVERAGE) GENDER PAY GAP



## MEDIAN GENDER PAY GAP



We have seen an incredibly positive change to our figures in 2023, in comparison to our 2022 gender pay gap report. We credit this to the salary benchmarking review we completed in 2022, and the recruitment of women in leadership positions within the business. However, we recognise we still have continued improvements to make, as our business operates a number of highly technical roles of which many are occupied by men within Heras and also historically dominated by men in the labour market.



**UPPER HOURLY  
PAY QUARTER**



**76.3%**

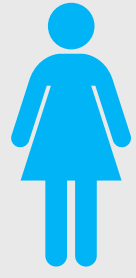


**23.7%**

**UPPER MIDDLE HOURLY  
PAY QUARTER**



**86.8%**



**13.2%**

**LOWER MIDDLE HOURLY  
PAY QUARTER**



**68.4%**

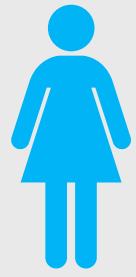


**31.6%**

**LOWER HOURLY  
PAY QUARTER**



**81.6%**



**18.4%**

**PERCENTAGE OF MEN AND WOMEN  
WHO RECEIVED BONUS PAY**



**63.0%**



**66.7%**

**MEAN GENDER PAY GAP  
USING BONUS PAY**

**-3.7%**

**MEDIAN GENDER PAY GAP  
USING BONUS PAY**

**0%**



# EDUCATIONAL PARTNERSHIPS

In 2022, Heras embarked on a journey to develop our partnerships and reach within our local communities, with the aim to increase our brand visibility, grow our own talent, provide ourselves with a talent pipeline and support the communities that we operate within.

Educational partnerships don't just benefit the business, but they benefit the individuals involved within the partnerships. At Heras, we recognise that all students should leave education feeling prepared for the steps ahead of them, and have access to the tools they require to succeed within their chosen career field.

## INITIATIVES

- Our initiatives have included an introduction to Heras and the services we provide to the community, a CV writing workshop, a recruitment fayre and a women in the workplace workshop which we have had a great feedback from.
- We have continued with this partnership in 2023, as well as expanding our partnerships to a school based local to our Sittingbourne depot and Sheffield University.

## TESTIMONIALS

Below is a sample of some of the fantastic testimonials we have received from students at Outwood Academy.



"I found it so inspirational to hear the stories of other women who are making it in leadership and in industry. I feel empowered to follow the career path I want to do."



"The team who came to provide this were really kind and supportive towards me. The resources the team provided were of high quality and will help me throughout my career."



"Found it really helpful to hear feedback from someone who is part of the recruitment process on a daily basis on my interviewing skills. The questions they asked me will really help me prepare for when I go to my first interview."

"Inspire the next generation."

# MENTAL HEALTH SUPPORT AT HERAS

At Heras, the wellbeing of our employees is a main priority, which is why we offer a range of support and services for all of our employees. We recognise that the construction industry is historically dominated by males, and the industry comes with factors that can contribute to pressures such as tight deadlines to long hours, time away from loved-ones, not to mention the added stresses of the rising cost of living. A study conducted by the Chartered Institute of Building found that two people working in construction in the UK die by suicide every working day. Heras aims to support all of its employees and their families facing mental health issues.

## SUPPORT AVAILABLE:

- Located at our Middleton office is our wellbeing hub which offers a private space for employees. You will find a variety of information on wellbeing there.
- We have An Employee Assistance Programme for all of our employees which offers the following completely free of charge:
  - 24/7 confidential helpline with counsellors.
  - Financial and legal advice.
  - Mobile App: Interactive app to monitor and Improve your wellbeing from your phone.
  - Health Risk Assessment Tool: Helps you to set and track health goals.
- Confidence to Return - Support available to employees dealing with traumatic life events.
- We offer a number of interactive wellbeing initiatives for employees such as office bingo, Zoom quizzes and competitions. This is a great way to get to know other employees and have some lighthearted fun!

## CHARITY PARTNERSHIPS

In 2023, Heras launched its partnership with ANDYSMANCLUB, a not for profit charity that aims to prevent male suicide by offering free-to-attend peer-to-peer support groups across the United Kingdom and online. They want to end the stigma surrounding men's mental health and help men through the power of conversation. Heras UK will be raising money for the charity throughout 2023.

ANDYSMANCLUB's slogan is #ITSOKTOTALK. They want to encourage men to open up, talk about their feelings, share their story and inspire others to know they are not alone.





# WHAT'S NEXT FOR HERAS?

- In 2023 we aim to inspire more women at all ages not just school students. As well as the schools we aim to work with local businesses to host seminars on women in the work place. The content will vary because for the public we would want to inspire and encourage you to develop yourself and excel in your career.
- We plan to host CPD events for other HR professionals and coaching managers on the benefits of having females within your business at different levels and the value they bring.
- In 2023, we plan to relaunch our leadership development program where we will provide comprehensive training on equality, diversity and inclusion to Heras leaders. During this program we will also host training on recruitment and attracting diverse talent to work at Heras and the importance of flexible working and how we can apply this in the workplace to widen the talent pool.
- In 2023, we plan to launch our career pathways to provide clear progression opportunities for new employees into the business, current employees and also inspire students in how they can progress throughout their career.

## STATEMENT FROM DAVID OWEN, MANAGING DIRECTOR

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.

