

## 2019 Gender Pay Gap Report

Employers with 250 or more relevant employees are required to report annually on their gender pay gap. This involves carrying out six calculations that show the difference between the average earnings of men and women.

This report has been prepared in line with the Equality Act 2010 (Gender Pay Gap information) Regulations 2017 and the figures are taken from employee data as at 5th April 2019.

This report is produced as part of Heathcoat Fabric's wider dedication to equality in our workforce. As part of our growth plans, we are committed to providing a working environment in which our pay approach supports the fair treatment and reward of all our employees free of bias, including gender. We believe that this is key to our long-term success and ambitious growth plans, allowing all employees to contribute to the success of our business.

We are confident that our gender pay gap does not stem from paying men and women differently for the same or equivalent work. The gap is a result of the roles in which men and women are employed within our company and the salaries that those roles attract.

Our Company, like many others in our sector, employ far more males than females and in April 2019, our female workforce was 22%. We recognise that in order to reduce our pay gap, we need to look at our approach to attracting females into the business. Following the publication of the 2018 Gender Pay Gap Report, we have taken the following actions:

- Reviewed our recruitment processes to ensure we are focused on attracting more female candidates, ensuring all adverts are presented in a way to attract a diverse candidate pool,
- Attended female only graduate fairs, in addition to other recruitment events, to ensure our Graduate Development Programme is attractive to all potential applicants,
- Updated a number of our policies to reflect our commitment to developing a more diverse workforce, further developing an inclusive culture, and
- Improved our employee benefits package which now includes enhanced maternity pay.

A number of the actions we have implemented will take time to embed and the impact of our actions will be reflected over a number of years and be seen in future Gender Pay Gap Reports.

As part of our commitment to reduce the gender pay gap, we intend to continue to focus on the above actions and to review how we approach the following:

- Developing strong links with the local community, schools and colleges,
- Offering individual development plans to help increase the number of females in senior positions,
- Extending our apprenticeship programme to attract more school leavers, with particular emphasis on being able to attract people who would not normally work in our industry,
- Embedding an approach to offering more flexible working practices that would attract more females,
- Developing our management and leadership training and development, offering equal opportunities to all, and
- Reviewing our approach and commitment to making employment and development opportunities more open to women.

## Gender Pay Gap Data

Mean Gender Pay Gap **18.0%**

Median Gender Pay Gap **14.2%**

The “gender pay gap” is an average figure and is distinct from “equal pay”, which looks at the individual level and is about ensuring that men and women are paid the same for carrying out the same work, or work of equal value.

The evaluation of our gender pay gap data indicates that the difference in average pay is partly due to proportionately more men being in senior, higher paid roles.

Another contributing factor is that 89% of our manufacturing employees (49% of all employees) are males who work a regular shift pattern which attracts a premium payment.

## Bonus Pay Gap

Mean Gender Bonus Gap **44.7%**

Median Gender Bonus Gap **24.1%**

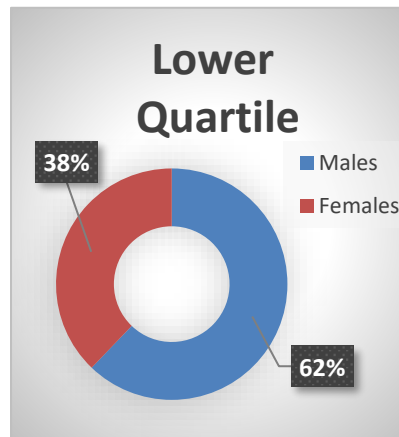
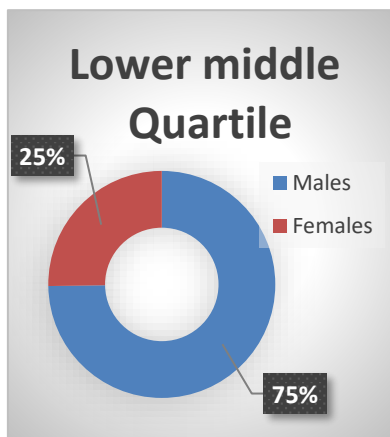
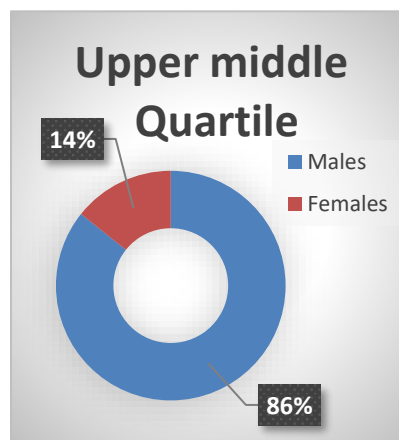
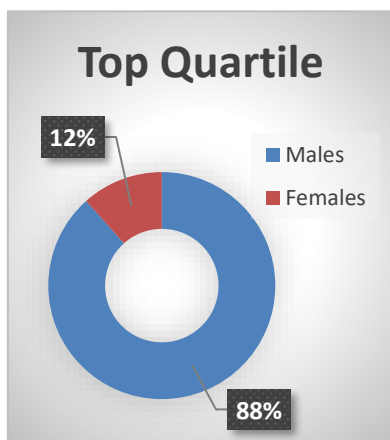
## Proportion of women and men who received a bonus



Our profit share scheme, which is available to all employees, accounts for our high percentage of inclusion for female and male employees.

## Quartile Ranges

These charts show our gender distribution in four equally sized hourly pay quartiles, each quartile containing around 116 employees.



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