
2020

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 of 5th April 2020.

Over the three years since we published our first gender pay gap results in April 2017, we have implemented a number of actions aimed at achieving a greater gender balance at all levels within the Company, such as:

- 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,
- Offered individual development plans to help increase the number of females in senior positions,
- Improved our employee benefits package which now includes enhanced maternity pay,
- Embedded an approach to offering more flexible working practices that would attract more females,
- Delivered equality, diversity and inclusion refresher training to all our line managers,
- Developed our management and leadership training and development, offering equal opportunities to all, and
- Reviewed our approach and commitment to making employment and development opportunities more open to women.

A number of these actions will take time to embed and the impact of our actions we believe will make a measurable difference over a number of years and be seen in future Gender Pay Gap Reports.

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, and 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 too few women in senior roles across our business.

Our Company, like many others in our sector, employ far more men than women, and in April 2020, our female workforce was 23%. We recognise that in order to reduce our pay gap, we need to look at our approach to attracting women into the business.

As well as continuing to analyse and consolidate the actions and outcomes above, we also intend to review our approach in the following areas:

- Developing strong links with the local community, schools and colleges,
- 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,
- Review of all our family friendly policies,
- Partnering with an external provider to validate our job evaluation and pay approach,
- Delivering interview skills training, to include unconscious bias, and
- Creating a committee to represent females in the workplace, designed to attract more females into senior roles.

Gender Pay Gap Data

Mean Gender Pay Gap **12.8%**

Median Gender Pay Gap **5.1%**

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 92% of our manufacturing employees (48% of all employees) are males who work a regular shift pattern which attracts a premium payment.

Bonus Pay Gap

Mean Gender Bonus Gap **39.2%**

Median Gender Bonus Gap **23.1%**

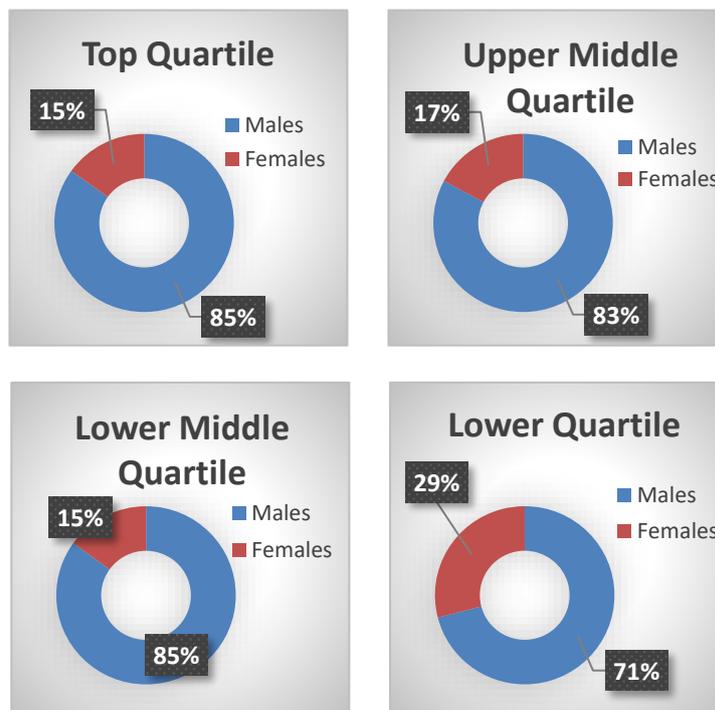
Proportion of women and men who received a bonus



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 93 employees.



Heathcoat Fabrics Limited

Westexe, Tiverton, Devon EX165LL England

Telephone +44 (0)1884 254949 www.heathcoat.co.uk Email info@heathcoat.co.uk

Registered in England No. 450787 Registered Office as above.