

# heathcoat *fabrics*

## Gender Pay Gap Report



# Gender Pay Gap Report

## 2025

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 2025.

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:

- We have adapted our recruitment processes to ensure we are focused on attracting more female candidates. All adverts are presented in a way to attract a diverse candidate pool.
- A new Graduate Development Programme to incorporate Women in Business opportunities and supporting development in management roles, particularly within production/manufacturing.
- Provide mentors for female employees to support confidence with promotions into more senior positions and management roles. The mentoring programme across the business is to encourage and enable Senior Leaders to create a mentorship culture to support the promotion of women into senior roles.
- Review our policies to reflect our commitment to developing a more diverse workforce to develop an inclusive culture.
- Enhanced maternity pay.
- Embedding our approach to offering more flexible working practices that would attract more female candidates into our business.
- Providing online training for Women in Business to develop understanding of the importance of diversity at more senior levels and to provide confidence for women to apply for senior roles when they become available.
- Providing Schools, Colleges and the local community with Diversity, Inclusion and Belonging talks to encourage inclusivity for Work Experience, Apprentices and T Level Students.
- The HR Manager continues as an Enterprise Adviser with Careers South West, supporting with raising awareness of the Textile and Manufacturing industry to female students through projects and career guidance.
- Ongoing review of wellbeing initiatives for women, in addition to statutory requirements which include Mental Health and Menopause support.
- Introducing CMI & ILM Leadership qualifications into our Job Descriptions to enhance understanding of the company culture and how to support promotional opportunities to women within the manufacturing areas of the business.

The impact of our actions continue to make a difference, based on previous years trends, specifically for Graduates, Technical roles and management opportunities. We believe this will continue to be seen in future gender pay gap reports. We are expecting a measurable difference over future years however the manufacturing sector has historically always attracted more males due to the nature of the requirements.

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 ongoing 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 2025, our female workforce represented at 25%. We recognise that in order to reduce our pay gap, we need to continue to ensure that our approach to attracting women into the business at all levels is ongoing but also allow more flexible working into our production shifts and support roles.

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

- Advertising our Apprenticeship programme to attract more school leavers, with particular emphasis on being able to attract women who would not normally work in our industry or in engineering.
- Continue to review all our family friendly and wellbeing policies.
- Provide Recruiting Managers with additional interview skills training to help them to understand unconscious bias.
- Continue to explore part time working opportunities and job sharing where appropriate
- Offer individual development plans to help increase the confidence of females to apply for senior positions.
- Deliver equality, diversity and inclusion refresher training to our line managers.

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## Gender Pay Gap Data

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Mean Gender Pay Gap **12.0%** 2.2% lower than previous year 

Median Gender Pay Gap **6.0%** 0.7% higher than previous year 

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 86% of our manufacturing employees (41% of all employees) are males who work a regular shift pattern which attracts a premium payment.

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## Bonus Pay Gap

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Mean Gender Bonus Gap **51.5%**

Median Gender Bonus Gap **13.5%**

### Proportion of women and men who received a bonus



**100%**  
of women  
received  
a bonus



**100%**  
of men  
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.



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