

At the Hepco Group our aim is to ensure all our employees are treated fairly and have equal access to all opportunities within the organisation. We ensure everyone is fully trained to perform their role to the best of their abilities to enable the company to maintain its high standards of quality and customer service excellence.

We strive for a culture of inclusion, diversity and equality as underpinned by our policies and procedures. We are pleased to report our gender pay gap is lower than the national average. The main reason for our gender pay gap is a difficulty in attracting females to a career in engineering. There are proportionately more males within management and technical roles, however we have females within our senior leadership team, our Research & Development, Projects and Maintenance teams despite the reality that applications by females for these positions are significantly lower. Females are now even better represented within our manufacturing work cells following successful recruitment drives. We have also reviewed our more traditional working patterns and practices and as a result are able to offer more flexible working arrangements.

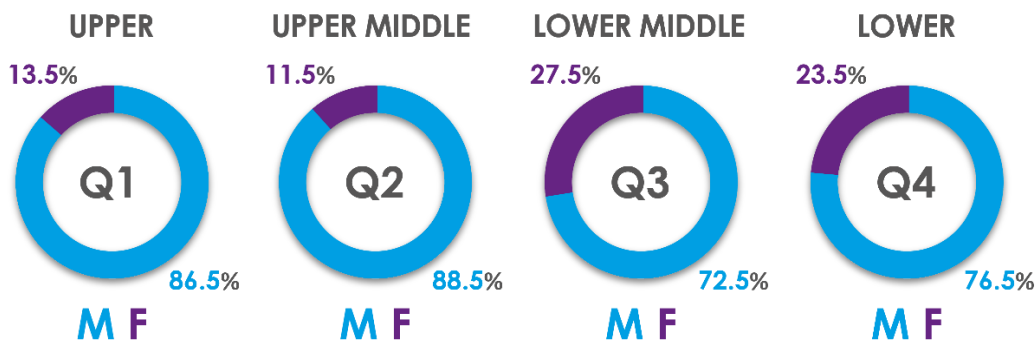
Our business objectives are reviewed regularly and clearly communicated to everyone to ensure we are working to a common goal. To support this, we carry out regular audits and reviews of our people and processes to confirm we are achieving our aims. We offer award-winning apprenticeships, trainee opportunities, further education and role-specific training to aide professional and personal development.

The Gender Pay Gap is the difference between the hourly pay of men and women of an organisation expressed as a percentage, reported as a mean and median average.

	Mean	Median
Hourly pay	11.43%	13.05%
Bonus pay	15.73%	13.64%

QUARTILES

The following illustrates the proportion of men and women in each of the four equally sized quartiles required for Gender Pay Gap reporting requirements.



We continue to work on reducing our gap further by engaging with local schools, colleges and the wider communities to encourage female students of all ages to take an interest in STEM subjects as well as regularly reviewing our recruitment programmes such as apprenticeships and traineeships to support females wanting to make a step into a career in engineering.

I confirm the data has been calculated and checked for accuracy in accordance with the mandatory requirements.

CHRIS REED

GROUP FINANCIAL DIRECTOR