



2022

Gender Pay Report



Hill & Smith PLC

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Introduction

Hill & Smith PLC (the 'Group') is an international group creating sustainable infrastructure and safe transport solutions through innovation. At 31 December 2022, Group revenues were approximately £732 million across 30 subsidiaries, with a global workforce of c.3,800 people. Headquartered in Solihull, UK, we serve our customers from operations in the UK, US, India, Sweden, and Australia.

Our businesses are attracted to fast growing niche opportunities that provide significant value to our customers in their critical applications, helping transport become safer and infrastructure become more sustainable, with both the environment and our customers benefitting through the value that our diverse offerings provide. Our geographical focus is on countries where there are historically high levels of investment in infrastructure for upgrades and replacements, while our decentralised model allows our businesses to care about small, high growth, high margin applications in a way that more centralised, volume driven organisations cannot.

The Group's operating businesses are organised into three main business divisions:

Galvanizing Services: increasing the sustainability and maintenance free life of steel products including structural steel work, lighting, bridges and other products for industrial and infrastructure markets.

Engineered Solutions (formerly known as Utilities): supplying engineered steel and composite solutions with low embodied energy for a wide range of infrastructure markets including power generation and distribution, marine, rail and housing. The division also supplies engineered pipe supports for the water, power and liquid natural gas markets and seismic protection solutions.

Roads & Security: supplying products and services to support road and highway infrastructure including temporary and permanent road safety barriers, intelligent traffic solutions, street lighting columns and bridge parapets. In addition, the division includes two businesses which are market leaders in the provision of off-grid solar lighting and power solutions. The security portfolio includes hostile vehicle mitigation solutions, high security fencing and automated gate solutions.

Our People

Among our 1,817 UK employees, 13% of whom are female, the Group is committed to diversity and fairness, including having in place the policies, practices, and behaviours that ensure equal opportunities in recruitment, learning and career development. The Group recognises that for its businesses to succeed they must source, support and develop both male and female employees through a range of attraction and development strategies that engage everyone in the success of the organization. This approach is adopted across all the jurisdictions within which we operate.

The Gender Pay Gap

From April 2017 onwards, annual gender pay reporting has been mandatory for all UK entities employing over 250 employees, and over the last 6 years, Hill & Smith has reported the pay gap for the three UK subsidiaries that are required to report, and in this document, the pay gap for the entire UK workforce. The statutory reporting data for Hill & Smith Infrastructure Limited, Birtley Group Limited and Joseph Ash Limited can be viewed via the government's portal for pay gap reporting.

In this document, we disclose the data for the subsidiaries above who are reporting their data separately, together with the data for the entire UK workforce for complete transparency.

The Gender Pay Gap & Equal Pay

The Group is committed to providing equal pay for work of equal value. Not only is this a legal requirement, it is the right thing to do, and our policy on equal opportunities and diversity requires it. It is important that our employees are treated fairly.

A gender pay gap does not mean that there are equal pay issues, our analysis indicates that differences stem from the distribution of women across different roles within the Group. We therefore continue to commit to embedding an inclusive culture which is based on a foundation of equity and fairness.

Hill & Smith in the UK

The table below shows the proportion of males and females in each pay quartile in the UK workforce in April 2022*.

All UK & reporting subsidiaries	Headcount	Upper quartile m/f %	Upper middle quartile m/f %	Lower middle m/f %	Lower quartile m/f %
All UK employees**	1,686	86/14	88/12	88/12	84/16
Birtley Group Limited	242	85/15	87/13	93/7	89/11

Hill & Smith Infrastructure Limited	263	92/8	91/9	79/21	80/20
Joseph Ash Limited	375	83/17	96/4	92/8	79/21

*The table includes 'full-pay' relevant employees as of the snapshot date.

**There are other subsidiaries within the UK that are not required to report their pay and bonus gap.

We continue to review our attraction and selection processes, for example, to ensure that our recruitment advertising reaches and attracts a broad range of candidates for roles at all levels in the organisation. We are monitoring the proportion of male and female applicants for roles, the proportion of offers of employment made to men and women, and reviewing the way that salaries are set on commencement.

UK Group

The mean gender pay gap is the difference in the average base pay for women compared to men employed at a single point in time. The UK mean pay gap has reduced over the past few years, going from 12.7% (2019) to -2% (2022).

Hill & Smith Subsidiaries

The data in the table below refers to the three subsidiaries in the Group that are or have been required to report their pay gap.

Hourly paid & salaried employees 2021/22	Mean Hourly Pay	Median Hourly Pay	Mean Bonus Gap	Median Bonus Gap
Birtley Group Limited	-1.9%	-10.2%	n/a	n/a
Hill & Smith Infrastructure Limited	22.0%	14.0%	65.3%	43.9%
Joseph Ash Limited	4.2%	8.0%	83.5%	31.9%

In the tables that follow, the data is shown by company and for the six reportable years.

Birtley Group Limited

Year	Mean Hourly Pay	Median Hourly Pay	Mean Bonus Gap	Median Bonus Gap
2016/17	-7.1%	-38.6%	87.3%	90.7%
2017/18	2.5%	-28.0%	89%	90%
2018/19	13%	0.6%	80%	89.8%
2019/20	-1.7%	-27%	86.9%	88.9%
2020/21	1.5%	-23.8%	n/a	n/a
2021/22	-1.9%	-10.2%	n/a	n/a

In Birtley Group Limited, for the relevant reporting period, we had no females in bonus eligible roles, therefore we are unable to comment on the bonus gap. However, we will continue to review our approach to variable pay. The pay gaps reported show much volatility and change over the past 5 reporting dates, however, overall, the business has made significant advances with focusing on diversity topics, opening more opportunities to part-time working, and seeing recent success in appointing more females in senior roles.

Hill & Smith Infrastructure Limited

Year	Mean Hourly Pay	Median Hourly Pay	Mean Bonus Gap	Median Bonus Gap
2016/17	14.1%	18.5%	70.4%	1.7%
2017/18	21.1%	21%	70.3%	-28.8%
2018/19	16.9%	14.4%	79.3%	32.4%
2019/20	19.4%	18.4%	78.7%	61%
2020/21	27.8%	17.9%	70.9%	49.8%
2021/22	22.0%	14.0%	65.3%	43.9%

In Hill & Smith Infrastructure Limited our bonus gap has seen further reduction for this reporting period, we will also continue to review our approach to variable pay.

Joseph Ash Limited

Year	Mean Hourly Pay	Median Hourly Pay	Mean Bonus Gap	Median Bonus Gap
2016/17	15%	1.5%	84.8%	47.5%
2017/18	11.7%	-2.9%	83.5%	41.8%
2018/19	5.4%	-16.9%	89.4%	58.8%
2019/20	9.6%	-8.4%	84.1%	44.4%
2020/21	6.9%	11.5%	66.2%	-4.3%
2021/22	4.2%	8.0%	83.5%	31.9%

In Joseph Ash Limited, the mean pay gap has continued to reduce and now sits at 2.7%

Across the Group in the UK, we recognise that we employ materially more men than women overall (87%/13%), and that we employ more men than women at all levels in our organisation. Our goal continues to be to achieve a better gender balance at all levels in the organisation and to support this we will continue to:

- Evaluate pay setting within the group.
- Review family friendly policies to ensure fair and attractive practices.
- Continue to monitor that there is equality in relation to recruitment and promotional moves, by ensuring transparency of opportunity and manager training.
- Drive initiatives that will enable us to create a more diverse and inclusive workplace.

Alan Giddins

Executive Chair

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