

Gender pay gap report 2022



Caroline Roberts,
Group People Director

At Breedon we are committed to building a responsible, diverse and inclusive workforce in which everyone feels equally respected and included. We pride ourselves on creating a positive and values-based culture where all our colleagues feel fairly treated, engaged and valued.

Our gender pay report gives us the opportunity to set out the progress we are making in becoming a more diverse and inclusive business, and in particular the work we are doing on gender equality.

A key pillar of our people strategy is enabling a culture at Breedon that supports inclusion, wellbeing, performance, and growth. We have been focused on gender equality this year, in particular providing opportunities for women in all areas of our operations.

It has been difficult in the past to attract females to the construction industry, so we are pleased with the progress we are making.



Mean and median gender pay gap

MEAN **1.3%**

MEDIAN **-3.1%**

Mean and median gender bonus gap

MEAN **9.8%**

MEDIAN **-45.7%**

Proportion of colleagues receiving a bonus payment

MALE **28.8%**

FEMALE **22.9%**

The number of females in managerial and senior roles has increased by 20 per cent, and this has been reflected in the median bonus pay gap, driven by the higher bonus opportunities for females in senior positions. We will continue to promote and support strong female role models at all levels of our business.



Gender pay gap report continued

Our future plans

We recognise that there is work to be done to ensure more equal representation across our business and we continue to make progress on our plans to attract talent from more diverse backgrounds while also ensuring that we create opportunities for all our colleagues to progress and learn.

We will do this in a variety of ways through our early careers' programme, attracting more women to work at Breedon and increasing the number of women in our most senior leadership roles. We will create an evidence led approach to diversity, equality and inclusion that will respond to colleague's expectations, as well as directly link to our business strategy and growth requirements.

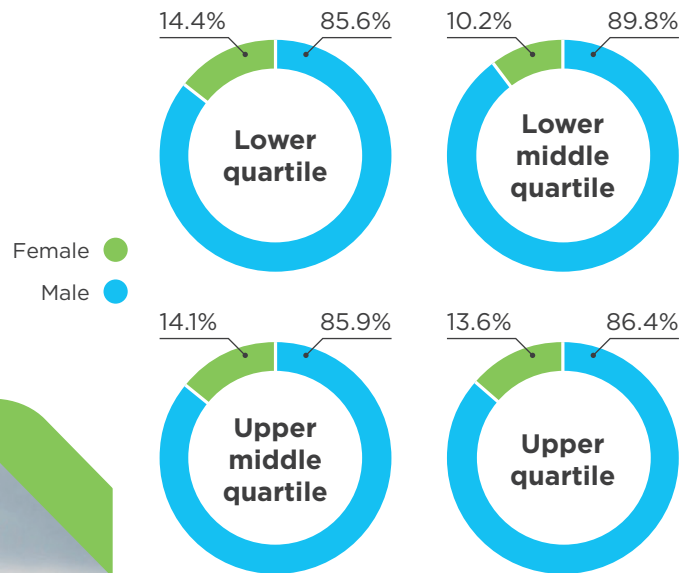
As we continue to develop our inclusive culture across the Group, our approach is evolving, to ensure that we embed inclusion into everything we do. In this way, every colleague is helping us achieve our strategic objectives that truly reflects our values and behaviours.

I can confirm that the data contained in this report is accurate and published in accordance with the gender pay gap reporting guidance and regulations.



Caroline Roberts
Group People Director
Breedon Group plc

Pay quartiles



Defining the terminology

Median pay gap

The median is a comparison of the 'middle' hourly pay rate for a woman (if all hourly pay amounts were sorted from low to high) and the 'middle' hourly pay rate for a man (if they were sorted in the same way). The median is less affected by outlier hourly pay rates (very high or very low pay rates) than the mean.

Mean pay gap

The mean is a comparison of the average hourly pay rate for a woman and the average hourly pay rate for a man.

Pay quartiles

Pay quartiles are worked out by splitting the whole workforce into four equal-sized bands based on hourly pay rates, from lowest to highest. The percentage of men and women in each of those four bands is then calculated.

