

Gender pay gap report 2021



Welcome to our 2021 gender pay gap report. Over the year, we have continued to expand our initiatives around being a fair, respectful and inclusive organisation.

While we remain confident we have equal pay, we do recognise we have a gender pay gap. This is mainly down to having fewer women in senior positions and in the operational production roles that attract weekly bonuses and shift premiums.

As acknowledged in previous reports, improving our gender balance and diversity will take time.

We are committed to improving our position and are working hard to ensure everyone who works for us, and with us, feels respected and included regardless of gender, or any other characteristic.

I confirm the gender pay gap data in this report for Hanson Quarry Products Europe Limited and Castle Cement Limited is accurate.

Simon Willis
chief executive officer, Hanson UK



Gender pay gap report 2021

We seek to attract, develop and retain diverse talent to help us deliver our business objectives in a responsible way.

The regulations require all companies with 250 or more employees on 5 April 2021 to publish details of their gender pay

and bonus gaps. Hanson UK has two employing entities required to publish this data and their information is on page six.

We have also chosen to publish the consolidated data from both businesses, in table one, as we believe this is more meaningful. The pay and bonus figures shown are the mean (average) and the

median (middle number) of payroll data taken on 5 April 2021.

The gender pay gap is the difference in the average pay and bonuses of all men and women across an organisation. While we are confident we have equal pay for work of equal value, we do have a gender pay gap when we compare the overall average pay and bonuses for men and women. This is due to the unequal distribution of men and women across the company, not as a result of our pay practices.

as they gain experience. We are committed to developing people and promoting within where possible to retain our talent.

The mineral industry continues to be male-dominated. For us, 83% of our employees are male, though down from 84% in 2020. We continue to strive for a more diverse workforce, which includes increasing the number of women, as this leads to more ideas and innovation through a broader range of skills.

Though we continue to aim to attract talent from all backgrounds, it is true that having

more men in middle and senior management will always be a key driver of a gender pay gap.

We are also impacted by having significantly fewer women in operational roles – only five per cent, though that is up from three per cent in 2018. These roles have different compensation structures, including weekly production bonuses that can make up a significant proportion of overall take-home pay, which is different to non-operational, similar level roles that attract annual percentage of pay bonuses based on company performance.

TABLE ONE
HANSON UK GENDER PAY GAP

	Mean	Median
Gender pay gap	20.0 %	26.8 %
Gender bonus gap	39.1 %	35.9 %

Proportion who receive a bonus



Male 79%
Female 84%



Proportion of employees in pay quartiles

Pay Quartile	Male	Female
Upper	90.2 %	9.8 %
Upper Middle	91.4 %	8.6 %
Lower Middle	79.5 %	20.5 %
Lower	68.7 %	31.3 %

Equal pay

We are committed to equal pay for equal work. We use Hay job evaluation methodology to objectively grade our staff roles and this underpins our pay structure and practices. We regularly review salaries to ensure equal pay and conduct a gender analysis to highlight discrepancies.

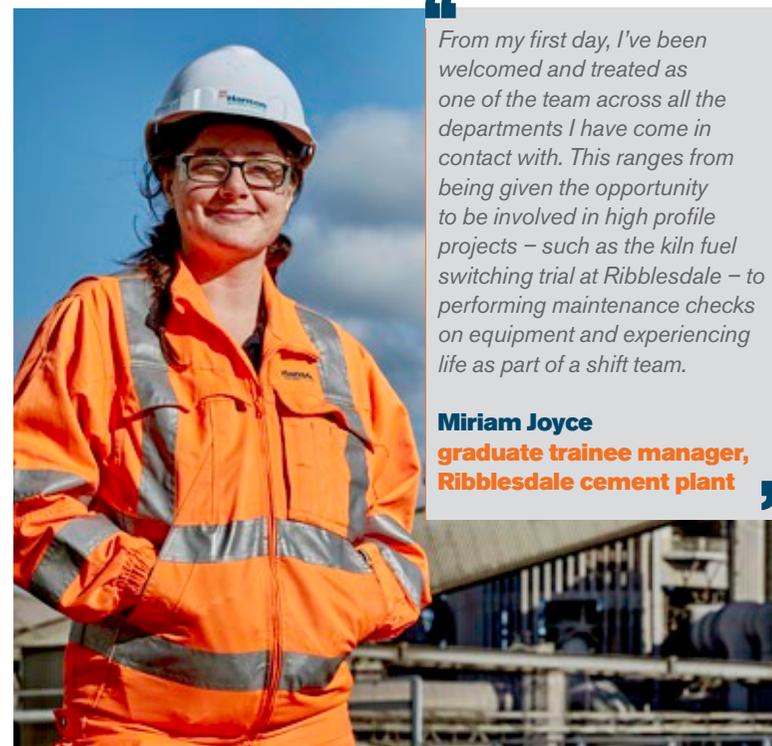
The gap does remain...

Between 2020 and 2021 we increased the number of female employees across all pay quartiles. Many are in future talent development roles as a further step towards closing the gender pay gap. Supported through a training plan, their salary will rise



From my first day, I've been welcomed and treated as one of the team across all the departments I have come in contact with. This ranges from being given the opportunity to be involved in high profile projects – such as the kiln fuel switching trial at Ribblesdale – to performing maintenance checks on equipment and experiencing life as part of a shift team.

Miriam Joyce
graduate trainee manager,
Ribblesdale cement plant



Strengthening our commitment to fairness, inclusion and respect (FIR)

We aspire to provide the best possible conditions so everyone can reach their full potential in a friendly working environment. We are fully committed to the elimination of unlawful and unfair discrimination, and value the benefits a diverse workforce can bring.

Our FIR committee is led by a member of our executive and made up of employees from a

wide range of backgrounds. Their aim is to shape our FIR strategy and promote the business as a place where anyone, regardless of gender, background, age, ethnicity, disability or sexual orientation feels welcome and able to have a successful career.

Our diversity and inclusion policy covers all colleagues along with clients, customers, suppliers, contractors and the

communities we work in, as well as all processes relating to employment and training. It helps us build a culture that values performance, openness, fairness and transparency.

Key performance indicator (KPI) targets

Objectives relating to fair and inclusive practices are included in our KPIs and form an integral

part of performance reviews throughout the year.

A key FIR KPI is to improve our gender balance as well as implement monitored progression plans for diverse candidates as they develop.

Our five-year strategic objectives are to increase the number of females in middle management roles and reduce the average age of employees.

In 2021, our senior management team looked at inclusion and diversity and, as a result, business line managing directors were targeted to create diversity plans – which include a gender focus – to assist in making us more diverse and to improve KPIs.

Network of Women (NOW)

We have continued to support



Starting in an industry I didn't know much about was very daunting, but being in the business has been so much fun. I have learnt so much already and have been given some great opportunities to get involved in some exciting projects. I feel like everyone treats me as an equal and I'm excited to see what the future holds for me.

Felicity Nkomo
Leadership, Education
and Development (LEAD)
programme trainee,
Pateley Bridge quarry



and grow our network with fortnightly meetings to ensure initiatives are progressed.

Members host regular 'lunch and learns' with 2021's topics including unconscious bias, being female in a male-dominated environment and being male at Hanson. The network also holds International Woman's

Day and Women in Science and Engineering (STEM) events.

To inform our FIR strategy, we have carried out a survey with the network to understand topics important to women in our business. The feedback resulted in:

- a review of facilities for women on our operational sites



I joined as an HR graduate and from day one was given support and opportunities from people at all levels of the business. This led to moving into our commercial team and, ultimately, achieving my aim of becoming the first female regional director, hopefully one of many in the future. If you get involved and have the right attitude, there are endless opportunities, regardless of background or gender.

Becky Murphy
aggregates regional director – north



- policies and training developed and rolled out on culture and 'banter'
- a maternity policy review with the aim of increasing payments from statutory to enhanced
- a wider selection of women's PPE being made available.

WISE (Women in Science and Engineering)



While we continued to work with WISE during 2021 to understand our female demographic and culture, and what we could do to further improve our gender balance, we decided in 2022 to move to become accredited to The Clear Company. They will build on the work started with WISE but will also cover the broader spectrum of inclusion and diversity, including benchmarking us to help guide our strategy.

Recruitment processes

Understanding our FIR data has been key to driving our recruitment strategy. We have implemented a range of improvements and updates including:

- ensuring we shortlist 50% of female candidates for roles where possible

- reviewing job advert wording to ensure it is gender neutral
- refreshing our recruitment charter
- expanding our early talent graduate, LEAD and craft apprenticeship programmes.

Training and development

We have rolled out unconscious bias training for all middle and recruiting managers to help in reducing gender stereotypes and assumptions.

And to support our diversity and inclusion plans—especially around attracting more women into our industry, we have arranged training sessions to increase our number of STEM ambassadors to support school outreach in our communities.

Agile working

Covid-19 has sped up change in our ways of working, particularly with flexible working and our adoption of digital tools and technology. Feedback from our workforce is that, in the main, people have enjoyed the resulting improved work-life balance. With that in mind, we are developing an agile working policy to enable eligible

employees to work wherever they are most productive and creative, including at home.

LGBT+

As part of our commitment to nurturing a fair, inclusive and respectful culture, our inclusion week in September 2021 provided the opportunity to promote the diversity of our colleagues and consider how we can improve in the future. The week's activities included the launch of our LGBT+ Network.

Disability Confident

We have renewed our accreditation to the Disability Confident scheme. Our work with them is helping us think differently about disability and take action to improve how we recruit, retain and develop disabled people.

Young people

Aligned to our sustainability objectives, we aim to play a role in transforming the fortunes of young people.

Our well-established early programmes promote wide-ranging and accessible entry level employment and training opportunities.

As a member of the employers'



group The 5% Club, we have already surpassed the pledge target of having a minimum of five percent of our workforce on apprenticeships, sponsored student and/or graduate development – currently we have 10.5% enrolled on our early talent schemes.

Youth Employment UK

In 2021 we employed a young person through the government's Kickstart scheme and continue to network with Youth Employment UK to share job opportunities for young people.

Ex-armed forces recruitment

Supporting under-represented groups like former services personnel to make the most of their transferable skills is an important part of our corporate social responsibility. To implement this, we are looking at working with organisations like the Career Transition Partnership, which supports former servicemen and women transition into civilian life.

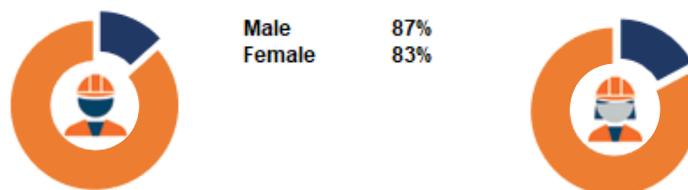
Statutory disclosure

We have several companies

TABLE TWO
HANSON QUARRY PRODUCTS EUROPE LIMITED

	Mean	Median
Gender pay gap	15.7 %	21.3 %
Gender bonus gap	51.0 %	49.1 %

Proportion who receive a bonus



Proportion of employees in pay quartiles

Pay Quartile	Male	Female
Upper	85.2 %	14.8 %
Upper Middle	85.7 %	14.3 %
Lower Middle	73.2 %	26.8 %
Lower	69.3 %	30.7 %

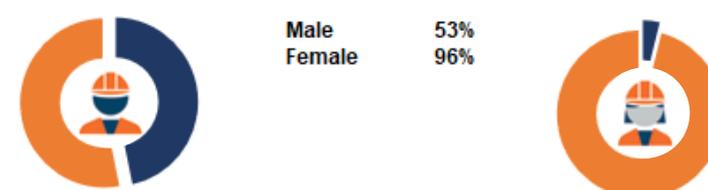
in the UK and together they employ more than 3,500 people. Only two companies, however, have 250 or more relevant employees as of 5 April 2021. While the consolidated Hanson UK outcomes are on page [three](#), the figures for these two

businesses are in tables two and three. The methodology used to produce them is consistent with the 'ACAS managing gender pay gap reporting guidance' of March 2017. Calculations include regular UK employees as well as expatriates where

TABLE THREE
CASTLE CEMENT LIMITED

	Mean	Median
Gender pay gap	32.2 %	32.2 %
Gender bonus gap	-115.8 %	-33.8 %

Proportion who receive a bonus



Proportion of employees in pay quartiles

Pay Quartile	Male	Female
Upper	98.1 %	1.9 %
Upper Middle	98.7 %	1.3 %
Lower Middle	98.1 %	1.9 %
Lower	88.6 %	11.4 %

the employment relationship suggests a strong connection to the UK. The pay and bonus figures shown are the mean (average) and the median (middle number) of payroll data taken on 5 April 2021.

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