



Gender pay gap report 2025



A message from our CEO

Our 2025 gender pay gap report highlights the progress we are making towards a more inclusive, equitable and representative workplace.

This year, we have seen improvements in our gender pay gap, with the average gap almost halving and the midpoint gap effectively closing. These results demonstrate stronger alignment in typical pay levels for men and women across our business.

A significant driver of this improvement has been the enhancement of our people systems. The introduction of our new HR platform has strengthened our ability to analyse pay and timesheet data, improving reporting accuracy and giving us greater insight into the factors influencing the gender pay gap. While the reduction largely reflects better data quality, it provides a clear foundation for targeted action.

We are also encouraged by increased female representation in our upper pay quartiles, supported by our focus on development pathways, inclusive recruitment and leadership visibility. Our FAIR principles remain central to this work, reinforced by our employee networks and broader equity, diversity and inclusion (EDI) initiatives.

Although there is still more to do, we are taking deliberate, sustained steps to improve gender balance and ensure every colleague has the opportunity to grow and succeed.

Simon Willis
CEO, Heidelberg Materials UK

Gender pay gap commentary 2025

We remain committed to attracting, developing, and retaining a diverse and talented workforce that supports our business goals in a responsible and sustainable way.

While this report focuses on our gender pay and bonus gaps, it also reflects the wider work we are doing across equity, diversity and inclusion (EDI). It provides an overview of our ongoing efforts in recruitment, training and development, industry engagement and employee wellbeing.

Under government regulations, all companies with 250 or more employees must publish their gender pay and bonus gap data - see page 4. We have a further two employing entities (Hanson Quarry Products Europe Limited and Castle Cement Limited) that meet this requirement and these results are presented on page 9.

The gender pay gap outlines the difference in average earnings between men and women across the organisation, regardless of role or seniority. The pay and bonus metrics presented here represent both the mean (average) and median (midpoint) values, based on payroll data recorded in April 2025.

This year's reduction in our gender pay gap is largely driven by improvements in our people systems and data processes. The introduction of our new HR system has strengthened our ability to examine timesheet and pay data, helping us identify and resolve underlying data issues.

These enhancements have improved the accuracy and reliability of our reporting, meaning the reduction reflects better data quality rather than changes in pay practices.



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Heidelberg Materials has been incredibly supportive throughout my career, always giving me the opportunities to grow and develop in ways that helped me feel confident in my progression. When I was pregnant and during my maternity leave, the company's enhanced policies and genuine care made me feel truly valued.

Coming back to work felt seamless thanks to the understanding, flexibility and encouragement I received, which made balancing my new role as a parent with my professional ambitions so much easier.”

Emily Stevenson,
SHE Business Partner

Positive movement, but the gap persists

Our 2025 gender pay gap data shows strong progress toward pay equity.

The mean pay gap has nearly halved compared with 2024, and the median pay gap has effectively closed, indicating that typical pay levels for men and women are now broadly aligned.

Bonus outcomes show a mixed picture. While the median bonus gap has reduced to zero, meaning typical bonus awards are equal, the mean bonus gap remains higher, usually driven by differences in higher value awards.

Overall, the 2025 results demonstrate meaningful improvement, while highlighting areas that still require focus as we continue working toward greater parity across all parts of the organisation.

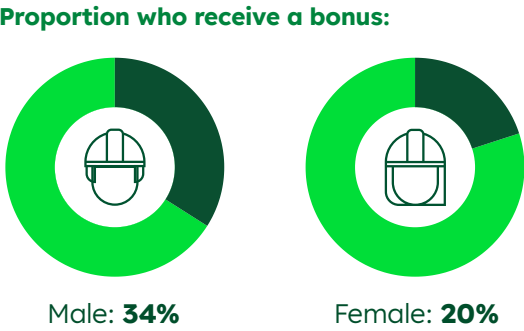
In 2025, we saw encouraging increases in female representation across our higher pay quartiles. The upper quartile grew from 12 per cent to 22.8 per cent female, and the upper-middle quartile increased from 14.3 per cent to 22.2 per cent, showing a stronger presence of women in more senior or higher paid roles. The data reflects our progress in improving gender balance within the top tiers of our organisation.

Many of these females are part of our future talent and development pathways, and their progression will help further reduce the gender pay gap over time. With structured training and support, they will continue to increase their skills, responsibilities and earning potential.

We remain committed to developing and promoting internal talent wherever possible, ensuring our employees have clear opportunities to grow and advance within our business.

Table 1: Heidelberg Materials gender pay gap (all employing entities)

	Mean	Median
Gender pay gap	9.8%	-0.1%
Gender bonus gap	48.0%	0.0%



Proportion of employees in pay quartiles

Pay quartile	Male	Female
Upper	77.2%	22.8%
Upper middle	77.8%	22.2%
Lower middle	75.1%	24.9%
Lower	80.1%	19.9%

Our commitments to fairness, awareness, inclusion and respect (FAIR)

We are committed to creating an inclusive workplace where everyone can succeed.

By promoting FAIR, we aim to celebrate diversity and ensure every colleague feels valued. These principles guide our work to address inequality, including the gender pay gap.

A key part of this commitment is our FAIR committee, a diverse group of colleagues from a wide range of backgrounds and experiences, ensuring different perspectives shape our decisions. It plays a vital role in embedding our principles into everyday practice, helping to drive significant and lasting cultural change.

The committee meets monthly and is chaired by Gareth Day, our Asphalt and Contracting Managing Director, providing senior leadership oversight, tracking progress and holding the business accountable to its FAIR objectives.

We continue to work hard to embed FAIR across our business, including:

- The launch of our updated external FAIR Play booklet, which clearly sets out our FAIR principles and expectations to our supply chain, customers and contractors.
- Our annual FAIR calendar, which sets out key activities and moments of focus throughout the year.
- Embedding equity and respect into all our policies and practices.

We have five employee networks which play a significant role in supporting inclusion across the business. These are our Network of Women (NOW), Pride Network, Armed Forces Network, Neurodiversity Network, and our Allyship

Network, which is specifically geared towards supporting women. The networks provide safe spaces for connection, amplify underrepresented voices and help inform business decisions that impact fairness and opportunity.

Externally, we are using our voice and influence to support wider industry change.

We hosted the Women Leading Sustainability in Cement, Concrete and Construction event, welcoming over 50 external women from across the sector. The event focused on networking, leadership and the work of NOW – positioning our business as a sector leader committed to driving progress beyond our own organisation.

Internally, we have also hosted two NOW events at our Syston and Chipping Sodbury offices, each bringing together more than 60 women from across the business.

These events create safe spaces to share lived experiences, discuss career development and increase leadership visibility and allyship.

Insights and themes captured through these sessions directly inform future action planning and reporting, ensuring women’s voices are heard and reflected in our strategy.

Through these initiatives, we continue to take meaningful steps towards building a workplace that embodies FAIR at every level.

Together, they demonstrate a holistic approach to addressing inequality by combining engagement, leadership and external influence, while establishing a clear baseline and roadmap for continued progress on gender equality.



Recruiting talent that reflects our value

We are committed to attracting and selecting the best candidates through fair and effective recruitment methods that align with legislation and best practice.

Recruitment decisions are made by assessing each applicant's qualifications, experience and skills against the requirements of the role, ensuring a consistent and inclusive process.

Given the gender imbalance within our industry, we also place a strong focus on increasing female representation within our talent pipeline.

This includes targeted outreach, encouraging more women to apply, and embedding recruitment practices that actively support diverse shortlists wherever possible.

Focused efforts to attract more women

We continue to take targeted actions to increase female representation across the organisation, focusing on early career talent, operational positions, leadership pathways and our wider recruitment practices.

- Balanced shortlists**
 We require early careers pipelines to include at least one female candidate at shortlist stage wherever possible. This encouraged hiring managers and partners to broaden their sourcing and challenge non-diverse shortlists.
- Inclusive outreach and attraction**
 Strengthened partnerships with schools, colleges and universities with higher female participation in STEM-related subjects. Refreshed early talent materials to include more visible female role models from across the business.
- Gender-neutral job adverts**
 We continue to use gender decoding tools to ensure early careers adverts were barrier-free and written using neutral, inclusive language.
- STEM and operations engagement**
 Increased presence of female ambassadors at career fairs, outreach events and workshops to encourage more women into our operational career pathways.
- Data and visibility**
 Improved monitoring of gender balance at each recruitment stage to identify drop-off points and inform future changes.
- Diverse interview panels encouraged**
 Recruitment guidance continues to encourage gender-diverse interview panels wherever feasible. Where not possible, hiring managers were encouraged to involve a second reviewer to support objective decision-making.

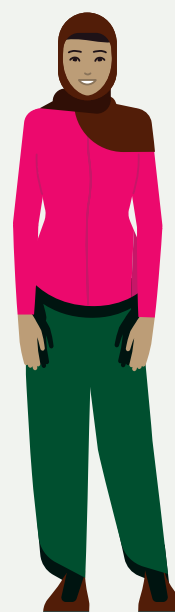


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I'm proud to lead health and wellbeing for Heidelberg Materials UK, and I've felt genuinely supported as a woman in this role. The company has given me the trust and flexibility to drive meaningful wellbeing initiatives, particularly around menopause awareness, mental health and inclusive support for women's health needs.

Our policies and culture have enabled me to grow confidently in my role and champion the voices of women across the business. This support has enabled me to help create a workplace where colleagues feel valued, included and able to thrive.”

Tracey Middleton-Lee,
Health and Wellbeing Specialist



Opening pathways for women in early careers

This year marked important progress in strengthening our early careers pipeline for women.

We welcomed our first female mobile plant apprentice in September 2025, a significant milestone for our operational roles.

In addition, our first female quantity surveying apprentice represented both the company and the wider industry during National Apprenticeship Week 2025 through a Learn Live broadcast, which reached 8,637 students, teachers and parents – helping to inspire more young women to consider careers in this sector.

Championing wellbeing across the organisation

Investing in the wellbeing of our workforce is a top priority and plays a pivotal role in our retention strategy.

Our caring and proactive approach helps to create a positive working environment that supports, engages and motivates employees to remain part of our team.

Throughout the year, we deliver a range of wellbeing initiatives, including a wellbeing challenge, mental health awareness month activities and refresher training for our mental health first aiders, ensuring ongoing support and awareness across the business.

To achieve this, we:

- Enhanced our family-friendly policies to include support for employees undergoing fertility treatment, recognising the challenges this can bring.
- Further enhanced our maternity policy.
- Introduced an adoption policy.
- We continue to offer an agile working policy, enabling colleagues to work from home or flexibly to support a healthier work-life balance.



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Over my 13 years with Heidelberg Materials, I’ve consistently felt supported in my development and career progression. I’ve been given equal opportunities alongside my peers and encouraged by both the business and my managers to keep growing and challenging myself.

I’m proud to work for Heidelberg Materials, and I look forward to seeing our senior leadership team continue to become more diverse as we move forward.”

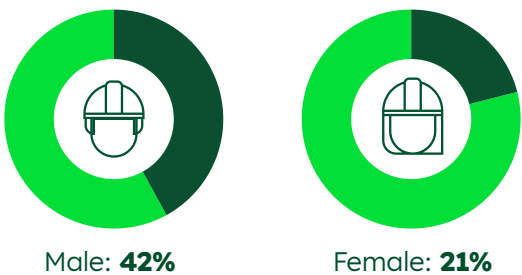
Laura Jarvis,
National Commercial Manager

As well as our consolidated gender pay gap figures on page 4, we also include the results for our two employing entities in tables 2 and 3:

Table 2:
Hanson Quarry Products Europe Limited

	Mean	Median
Gender pay gap	12.3%	-2.9%
Gender bonus gap	57.9%	0.0%

Proportion who receive a bonus:



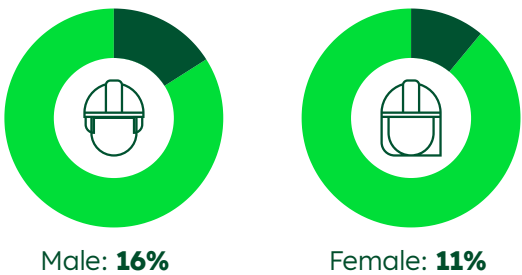
Proportion of employees in pay quartiles

Pay quartile	Male	Female
Upper	73.2%	26.8%
Upper middle	70.8%	29.2%
Lower middle	72.2%	27.8%
Lower	77.2%	22.8%

Table 3:
Castle Cement Limited

	Mean	Median
Gender pay gap	1.2%	1.2%
Gender bonus gap	-8.8%	0.0%

Proportion who receive a bonus:



Proportion of employees in pay quartiles

Pay quartile	Male	Female
Upper	89.0%	11.0%
Upper middle	91.3%	8.7%
Lower middle	88.9%	11.1%
Lower	88.5%	11.5%

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