



## Gender pay gap 2023

Here at Breedon inclusion really matters, and we recognise the positive impact of including diverse voices and opinions in our places of work, at all levels.

We want our teams to reflect the local communities we serve, with all colleagues feeling welcomed, valued and included, regardless of their gender, age, race, religion and belief, disability, sexuality or social background.

Our gender pay gap report gives us the opportunity to set out the progress we are making in becoming a more diverse and inclusive business and we're pleased to have seen a positive improvement in our pay and bonus gap since we started reporting.

Our mean gender pay gap is -1.6% and our median gender pay gap is -4.3%, showing the steady progress we're making in improving the gender balance within Breedon.

Our mean and median bonus pay gap results show the difference in average bonus pay levels between men and women.

The increase in individuals receiving bonus pay is due in part to the fact we made two one off payments to acknowledge and reward all colleagues for their hard work and commitment during a challenging year, and to recognise the continued cost of living challenges.

As part of our inclusion strategy, we carried out a Materiality Assessment in 2023 to identify material topics relevant to Breedon and we engaged with a wide range of stakeholders and colleagues from different levels across the Group to gain their views and feedback. We used the data from this to prioritise key themes and benchmarked ourselves, against the Global Diversity, Equity and Inclusion Benchmark.

### Our future plans

Our plan for 2024 will focus on making our people practices fair and more inclusive for colleagues.

#### These include:

- Introducing new family friendly policies and benefits
- New revised recruitment practices and upskilling training for hiring managers
- New Employee Resource Group looking at topics including LGBT+ to PPE
- Improving our data to gather insight and data to improve processes, services and support now and in the future

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.

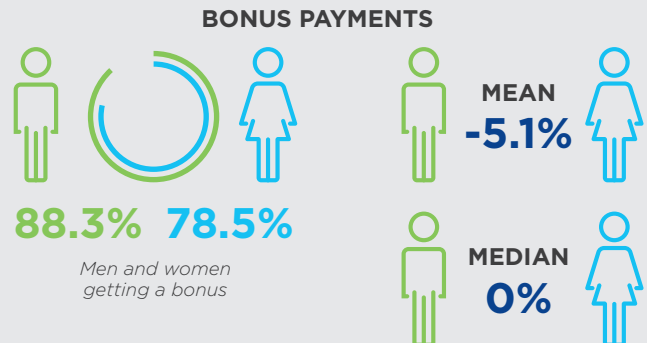


**Caroline Roberts**  
Group People Director

### Our statistics



*The difference between women's average hourly pay compared to men*



*Men and women getting a bonus*

*The difference between women's average bonus pay compared to men*

## Gender pay gap 2023 continued

### Gender pay gap explained

The difference between the mean or the median hourly rates of pay for men and for women. This figure is expressed as a percentage of the pay for men.

### Gender bonus gap

The difference between the mean or the median values of bonus pay for men and for women over the 12 months. This is expressed as a percentage of the bonus paid to men.

### Proportion of employees who receive a bonus

The percentage of men and women who received a bonus during the 12 months.

### Median

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

### Mean

The mean is a comparison of the average hourly pay rate or bonus payment for a woman and the average hourly pay rate or bonus payment 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.

### Basic pay

Basic pay is an employee's standard hourly rate of pay. It includes salary and work-based allowances (such as any premium they earn for working shifts, standby and call-out payments), bonus payments and recognition awards. It does not include payments for overtime, redundancy or termination of employment payments (sometimes referred to as severance payments), or benefits-in-kind.

### Pay quartiles

