

Gender pay gap report 2024



Heidelberg Materials



Welcome to our 2024 gender pay gap report, our second as Heidelberg Materials UK after rebranding in 2023.

Our commitment to being a fair, respectful and inclusive organisation remains as strong as ever and our initiatives continue to grow year on year.

We are striving to build a more diverse workforce, a goal that takes us beyond our gender balance focus to include a wide range of other factors, to better reflect the communities we work in.

We do acknowledge we have a gender pay gap but are pleased to report it continues to narrow – the mean average figure has dropped 0.6% to 18.2%. While we're confident we have equal pay for like-for-like jobs, we recognise we need to do more to make senior positions and key operational roles more accessible to women.

As acknowledged in previous reports, strengthening our gender balance and diversity is a gradual process.

We are committed to continuing to improve our position and are working 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 our legal entities Hanson Quarry Products Europe Limited and Castle Cement Limited is accurate.

Simon Willis
Chief Executive Officer, Heidelberg Materials UK



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Gender pay gap report 2024

We are committed to attracting, developing and retaining a diverse workforce to support the achievement of our business goals in a responsible manner.

Although this report primarily focuses on gender pay and bonus gaps, it also highlights our broader initiatives in equality, diversity and inclusion (ED&I). Additionally, it provides insights into our approach to recruitment, training, industry outreach and employee wellbeing.

In accordance with government regulations, companies with 250 or more employees are required to publish details on gender pay and bonus gaps. We have two employing entities required to provide this data and their information is on page 8.

The pay and bonus figures shown in table 1 are the mean (average) and the median (middle number) of payroll data taken on 5 April 2024.

The gender pay gap refers to the difference in average earnings between men and women in the workplace.

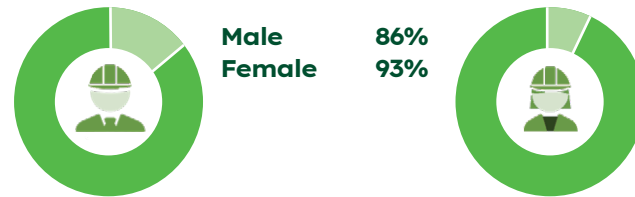
Although we are confident we ensure equal pay for equal work, there is a gender pay gap when comparing the overall average pay and bonuses for men and women. This gap arises from the unequal distribution of men and women across different roles, rather than from our pay practices.

The mean gender pay gap has slightly improved, by 0.6% compared to 2023, meaning the average pay difference between men and women has decreased slightly over the year, however, the gap remains. The mean bonus gap has widened by 9.0%. This suggests that although more women may be receiving bonuses, the average size of the bonus remains lower compared to men.

Table 1 Heidelberg Materials gender pay gap

	Mean	Median
Gender pay gap	18.2%	22.3%
Gender bonus gap	43.2%	15.9%

Proportion who receive a bonus



Proportion of employees in pay quartiles

Pay quartile	Male	Female
Upper	88.0%	12.0%
Upper Middle	85.7%	14.3%
Lower Middle	75.4%	24.6%
Lower	63.6%	36.4%



I've been supported at every career step and encouraged to go for new roles, especially around coming to the UK as I started in our German business as a finance graduate. From finance, I became Management Assistant to one of our Group's managing board, and then looked to build my commercial and operational experience by moving to the UK. At Heidelberg Materials I feel opportunities are equally available to both men and women.

Astrid Dahl,
Area General Manager,
aggregates



The gap remains

Between 2023 and 2024 we increased the number of female employees across most pay quartiles apart from the upper category. The biggest rise is in our lower middle quartile with women gaining 5.8% and men losing the same proportion.

This shows more women are being promoted into middle management or higher roles, which is a positive trend and a critical area for addressing gender equality. Many are in future talent development roles and their career advancement will contribute to further narrowing the gender pay gap. With the support of a structured training plan, their salaries will increase as they gain experience and take on more responsibilities. Whenever possible, we prioritise internal development and promotion to retain and grow our talent.

As in our industry, our workforce continues to be male-dominated, though our focus on gender balance is making an impact. In 2024, we saw a 17% increase in top and senior management for our females, 24% more in middle management and a 2% rise in our total female workforce while our male population reduced by 2%. This indicates there are many pipeline opportunities for our women to progress into leadership and managerial roles. And, as a business we are making the effort to maintain or slightly grow female representation, even if the overall proportion of women remains lower compared to men.

Our commitments to Fairness, Awareness, Inclusion and Respect (FAIR):

We are committed to fostering an inclusive and supportive workplace where everyone can thrive. By championing fairness, awareness, inclusion and respect, we aim to create an environment where diversity is celebrated and every individual feels valued.

To drive this, we established our FAIR committee – a diverse group representing different ages, genders, ethnicities, sexualities and abilities. It plays a vital role in embedding our FAIR principles into our culture, ensuring significant and lasting change.

The committee meets monthly, chaired by Gareth Day, our Asphalt and Contracting Managing Director, to track progress and hold the company accountable for its FAIR objectives. Our key goals include:

- identifying and addressing challenges related to fairness, awareness, inclusion and respect
- advising on initiatives that nurture an inclusive and equitable culture
- promoting education and training on FAIR-related topics
- ensuring our policies and practices reflect the principles of equity and respect

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I began as an apprentice in Whatley quarry, one of the UK’s largest, and quickly developed a deep interest in mineral extraction, our wide-ranging operations and the role our industry plays nationally. I’ve had many development opportunities, and I’ve learned a lot more about our business thanks to the support of colleagues and other professionals. I now work on the planning for the rail delivery of aggregates to our depots across the south.

Jess Hannon,
Assistant Rail Manager

- strengthening relationships with external organisations that share our values.

We work hard to embed FAIR across our business, examples of this include:

- the release of an annual FAIR calendar, outlining key activities
- the launch of our FAIR Play booklet, sent to all employees, explaining FAIR principles

- active participation in events such as Pride

- showcasing the experiences of ex-armed forces employees through short videos.

Through these initiatives, we continue to take steps toward building a workplace that embodies fairness, awareness, inclusion and respect at every level.



Tracking our progress

As our business continues to grow, it is essential our teams challenge one another to reduce blind spots and embrace diverse perspectives. A variety of viewpoints strengthens decision-making and drives innovation.

Gender balance remains a significant challenge across our industry. To address this, we are progressing our five-year strategy to increase female representation, with a particular emphasis on middle management and senior roles. With two years remaining, we are closely tracking our progress to ensure we meet our objectives as shown below.

Strategy plan targets

Leading people metrics: gender balance	2023	2024	2025
Women in top and senior manager roles	14%	16%	20%
Women in middle manager roles	18.88%	20%	22%
Average age of women in middle management	44.5	42.5	42

To support these targets, we have implemented a series of initiatives over the past few years, including:

- gender-neutral job adverts to ensure inclusivity in recruitment

- a comprehensive suite of 50 ED&I e-learning courses to enhance awareness and understanding
- launched the Power of Belonging programme for managers.

The Power of Belonging is designed to deepen awareness of biases and strengthen inclusivity within our leadership teams. Engaging, thought-provoking and impactful, it encourages participants to challenge their assumptions and broaden their perspectives. Our goal is for all managers to complete this training, reinforcing a culture where everyone feels valued and included.

By continuously monitoring our progress and implementing meaningful initiatives, we are driving positive change and developing a workplace where gender balance and inclusion are at the forefront of our priorities.

Challenging industry stereotypes

To break down preconceptions about our industry and attract a more diverse talent pool, we are collaborating with Girlguiding to develop 12 sustainability-focused challenges. The activities will offer girls aged five to 18 a hands-on understanding of key industry topics, including health and safety, environmental responsibility and what working in a quarry is like.

By engaging young minds early, we aim to broaden career aspirations, promote





Our industry is stereotypically seen as male-dominated, but my experience in the business has been the opposite! I've met amazing colleagues and friends who have supported me and my development goals. I've had the opportunity to try new departments and roles, from working in a quarry to now as an Engineering Geologist, and the company's supported me to complete a part-time MSc to further my career.

Mawgan Naylor,
Engineering Geologist

awareness of our sector and reinforce our employer brand as one that values diversity and inclusion. This initiative represents a step towards ensuring our future workforce reflects a wider range of perspectives and experiences.

The Clear Company

We continue to work with ED&I specialists The Clear Company to set out organisational targets for development in this area and we have already achieved foundation level accreditation.

Recruitment processes

We have a comprehensive recruitment and retention policy, covering both permanent and agency employees, which is designed to attract top talent, foster a supportive environment and promote long-term commitment from our employees. Our approach is centred around attracting exceptional people, providing a nurturing work environment and offering opportunities for growth and advancement.

Supporting this is our Recruitment Charter. It sets out our requirements to ensure fair, legal and ethical practices and outlines the standards that govern every stage of the recruitment journey. From initial candidate sourcing to final selection and continuous professional development, our charter is a blueprint for excellence, setting high benchmarks and expectations.

Recruiting the right talent

We are committed to attracting and selecting the best candidates through effective recruitment methods aligned with legislation and best practice. Recruitment is based solely on an applicant's abilities and merit, assessed against the job criteria. We evaluate qualifications, experience and skills at a level relevant to each role, ensuring an objective and inclusive process.

Our recruitment strategy is driven by an annual review of workforce needs, allowing



for budget allocation and forecasting of business requirements. Our agile approach enables ongoing assessments of resourcing, ensuring flexibility to adapt to changing demands and development opportunities.

To attract a diverse range of candidates, we use multiple recruitment channels, including Jobcentre Plus, Youth Employment UK, LinkedIn and a friends and family employee referral incentive scheme. We are particularly focused on attracting young talent, building a strong pipeline of future professionals and embracing diverse perspectives to strengthen our workforce.

Creating a diverse and inclusive environment to attract and retain top talent

We believe our success is built on creating a diverse and inclusive environment – one where everyone feels comfortable to contribute fresh ideas and challenge the status quo.

A diverse workforce not only enhances creativity and problem-solving but also strengthens employee engagement and retention. By ensuring our people experience a strong sense of belonging, empowerment and recognition, we attract and retain talented people who are committed to driving our business forward.

To drive this, we follow our comprehensive

Equal Opportunities policy, which takes the place of an ED&I policy. This is supported by our Fairness, Awareness, Inclusion and Respect (FAIR) Action Plan, People Plan, FAIR Commitment, Dignity at Work policy, Recruitment Charter and Code of Business Conduct.

Inclusivity is also one of our overarching 2030 commitments. Its key targets include:

- ensuring the fair treatment of our employees and everyone in our supply chain.
- valuing our workforce and, by recruitment, selection and development of employees, contractors and suppliers, ensure they are appropriately skilled and competent to carry out their roles.

In October 2023, we worked with the London College of Communication and Sheffield University on an ED&I Culture Change Service Design Workshop, focusing on career journeys, enablers and barriers with a selection of 50 operational and office-based employees varied in age, skillset and job roles.

This helped create our first ED&I roadmap and we have taken elements from this to help form our People Plan.

Graduates and apprentices

We are committed to attracting and retaining young people, building a pipeline of future talent to ensure knowledge and

skills are not lost and bringing in new perspectives to challenge the status quo.

Since joining The 5% Club in 2019, we have pledged to maintain at least 5% of our workforce on training or apprenticeship programmes. We quickly surpassed this target through the uptake of our apprenticeship and graduate programmes, in addition to company-wide developmental qualification delivery. As of 2024, we are maintaining 17.2% and have achieved the Club's platinum certification for the second year running.

Our success has helped develop our talent pipeline. Since 2016, we have recruited and retained 45 higher apprentices and 36 graduates. We aim to grow these numbers, attracting a further 17 higher apprentices and 15 graduates each year and 10 craft (level two/three) apprentices, maintaining a pipeline of apprentice engineers since 2016 in cement.

In 2024, 70% of our early talent recruits completed their programmes and all took up a permanent roles with us.





Supporting young people's career choices

Through consultation with local stakeholders, we deliver STEM activities, including careers and CV advice and industry presentations, supported by our network of Minerals Matter and STEM ambassadors, and our site teams. We host site visits to increase industry awareness and, where practical, offer placements for local schools and colleges.

We are members of the Mineral Matters working group of the Mineral Products Qualifications Council, which aims to attract young people into the industry through STEM engagement. In 2022, we have worked with The School Outreach Company to build relationships with 974 schools and colleges across the country, raising industry awareness and providing curriculum-linked learning opportunities for children of all ages.

Looking after our workforce's wellbeing

Investing in the wellbeing of our workforce is a top priority for us and it plays a pivotal role in our retention strategy. Our caring approach creates a positive work environment that entices and motivates people to remain in of our team.

To achieve this, we:

- create a healthy workplace by avoiding double shifts and providing measures to

support effective fatigue management, along with benefits such as contributory pension plans, a cycle to work scheme, holiday purchase and an employee assistance programme.

- provide our Leading by Example programme to train the best practices of treating others with care, promoting a harmonious and respectful culture.
- participate in the Disability Confident scheme, providing an inclusive and

accessible environment that values diversity and equal opportunities.

- have achieved the silver level of the Armed Forces Covenant, supporting and recognising the contributions of our armed forces personnel, veterans and their families.
- provide a sabbatical policy recognising the importance of work-life balance and personal development, whether from life-long learning, charity work, leisure

activities, travel or other interests. Eligibility for this is after two consecutive years with us.

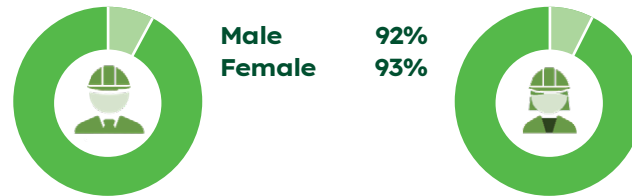
- offer an agile working policy allowing people to work from home or more flexibly for a better work-life balance.
- support families and individuals through a wider range of enhanced policies, including three weeks paid paternity leave, neonatal leave and menopause support.

As well as our consolidated gender pay gap figures on page 3, 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	12.9%	15.4%
Gender bonus gap	54.2%	35.8%

Proportion who receive a bonus



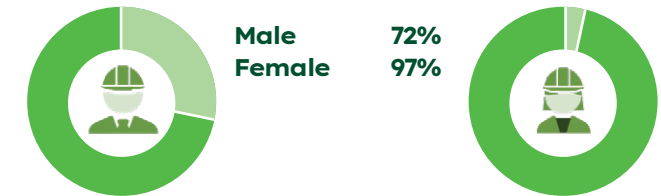
Proportion of employees in pay quartiles

Pay quartile	Male	Female
Upper	81.9%	18.1%
Upper Middle	78.1%	21.9%
Lower Middle	73.1%	26.9%
Lower	63.8%	36.2%

Table 3 Castle Cement Limited

	Mean	Median
Gender pay gap	33.9%	33.9%
Gender bonus gap	-34.7%	-234.4%

Proportion who receive a bonus



Proportion of employees in pay quartiles

Pay quartile	Male	Female
Upper	96.3%	3.7%
Upper Middle	98.6%	1.4%
Lower Middle	94.9%	5.1%
Lower	69.2%	30.8%

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