

Gender pay gap report 2020



Hanson has continued its commitment to being a fair, respectful and inclusive organisation.

We remain confident that we have equal pay, however we do acknowledge that we have a gender pay gap. The main reasons for this are that we have fewer women in senior positions and in the operational production roles that attract weekly bonuses and shift premiums.

We recognised in our last report that we had made steps to improve our gender balance and diversity but that this would take time to achieve, and we continue to recognise this. We are working hard to improve our position and to ensure that 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



Hanson UK gender pay gap report

The regulations require all companies with 250 or more employees on 5 April 2020 to publish details of their gender pay and bonus gaps. Within Hanson UK there are 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 2020.

TABLE 1
HANSON UK GENDER PAY GAP

	Mean	Median
Gender pay gap	19.2 %	25.6 %
Gender bonus gap	46.7 %	0.0 %

Proportion who receive a bonus



Male 83%
Female 91%



Proportion of employees in pay quartiles

Pay Quartile	Male	Female
Upper	91.9 %	8.1 %
Upper Middle	91.7 %	8.3 %
Lower Middle	83.0 %	17.0 %

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.

Equal pay

Hanson is 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. On a regular basis we review salaries to ensure equal pay.

As part of our annual salary review we conduct a gender analysis to highlight discrepancies.

The gap does remain...

As recognised in our previous reports, the mineral products industry continues to be male-dominated. This is reflected within Hanson where 84% of our employees are male, the same as in 2019.

The gender pay gap is driven by the fact that we have more men in middle and senior management roles.

This is impacted further due to there being significantly fewer women in operational roles – only 5% (up from 3% in

2018) are occupied by women. These jobs come with 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 flat sum bonuses based on company performance.



“Shortly after joining as national safety, health and environment manager, I was promoted to the executive team as director of sustainability, which demonstrates gender is no barrier to attaining a senior role, and I feel privileged to have a responsibility to help support women across our business.”

Marian Garfield
director of sustainability

Throughout 2020, Hanson has continued to address the gender balance and to remove the gender pay gap. This has included delivering on several key areas from our Fairness, Inclusion and Respect (FIR) initiative.

This commitment covers a number of areas but in 2020 the focus has continued to be on:

- Leadership
- Attraction, recruitment and development
- Targets and measurement

Leadership

- We have continued to have executive sponsorship for the FIR agenda and regularly hold meetings of the FIR committee, which is made up of senior managers from across all business areas.
- We remain corporate members of Women in Science and Engineering (WISE), who work with us to support our objectives.
- We have identified a number



of ways to educate leaders on the importance of diverse teams and are looking at approaches to improve managers' awareness of unconscious bias.



NOW UK

Network of Women

We launched our Network of Women (NOW UK) in 2020 to enable women to easily share experiences and professional opportunities, and to provide a platform for discussion as well as awareness-raising for men of the challenges they face.



I've had many opportunities to enhance my career and knowledge within Hanson. I started as a concrete technician and was put through the certificate in concrete technology at the University of Derby. After this, I was encouraged to push my boundaries and learn about aggregates, which led to my current role with our major projects team.

Fran Chilcott
technical adviser





"I love my job, but I didn't know anything about surfacing a road when I joined in 2017. The training has gone above and beyond, and I can now drive most of the large technical vehicles we use. I've learned a lot, and am still learning, not only industry skills but also life skills. My team really encourages me."

Nicole Beardwell
contracting operative



Attraction, recruitment and development

- Our in-house recruitment team ensure half of all interview shortlists include female candidates, in line with the Women's Business Council target. In 2020, they were particularly successful and achieved 61%.

Targets and measurement

- Both Hanson and parent company HeidelbergCement are open in their commitment to having at least 20% female appointments in senior and executive roles by 2025. In 2018, the figure was 11% and this has now risen to 13%.

- We will continually monitor the success of our attraction, recruitment and retention initiatives, and they are also reviewed by the executive team and the FIR committee.
- We completed the WISE 10 steps self-assessment and will do this again in September 2021 to track our progress and ensure we focus our efforts in the most key areas.

Into the future

We remain committed to improving our position. In 2021, Hanson will continue to work on removing the gender pay gap by focusing on:

- **Recruitment** – our commitments remain unchanged, with our dedicated in-house team working to ensure that all shortlists include female applicants.
- **Network of Women (NOW UK)** – will be staging regular 'lunch and learn' sessions along with other events, and aim to grow their 100-strong membership further.
- **Language and imagery** – our marketing and

communication team, who are now represented on the FIR committee, are continuing to review our internal and external 'image' for areas where we can better reflect our inclusive and diverse team.

- **Policy review** – HR and other key policies will continue to be reviewed to align to our commitments, not only for FIR but also for employee wellbeing and as a reflection of our values.

- **Leadership education** – we will continue to work with WISE, and other supporting organisations, to develop tools and stage workshops to ensure leaders are aware of their responsibilities within our FIR commitment. We will continue to raise awareness and provide education on unconscious bias as well as offering support to any managers who may need it.

- **Monitoring and reporting** – Our 2019 WISE 10 steps survey highlighted we need to concentrate more on sharing good practice and this remains a focus for us.



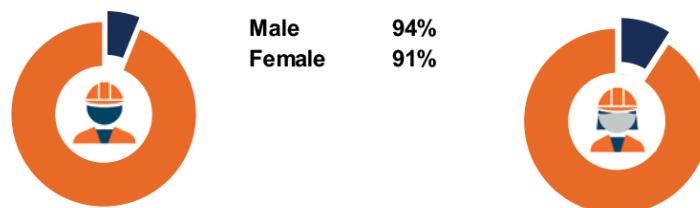
Statutory disclosure

Hanson has several companies 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 2020. While the consolidated Hanson outcomes are on [page three](#) of this report, the figures for these two businesses are in tables 2 and 3. 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 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 2020.

TABLE 2
HANSON QUARRY PRODUCTS EUROPE LIMITED

	Mean	Median
Gender pay gap	15.0 %	20.8 %
Gender bonus gap	56.6 %	76.2 %

Proportion who receive a bonus



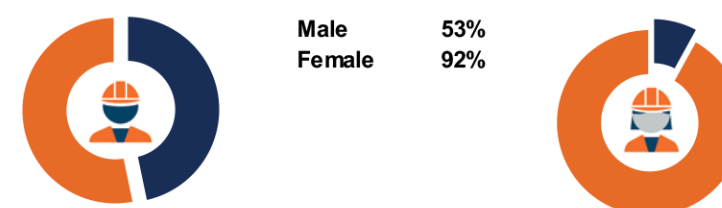
Proportion of employees in pay quartiles

Pay Quartile	Male	Female
Upper	86.7 %	13.3 %
Upper Middle	86.8 %	13.2 %
Lower Middle	74.2 %	25.8 %
Lower	72.9 %	27.1 %

TABLE 3
CASTLE CEMENT LIMITED

	Mean	Median
Gender pay gap	33.7 %	33.7 %
Gender bonus gap	-48.1 %	-10.2 %

Proportion who receive a bonus



Proportion of employees in pay quartiles

Pay Quartile	Male	Female
Upper	98.1 %	1.9 %
Upper Middle	99.3 %	0.7 %
Lower Middle	97.9 %	2.1 %
Lower	87.8 %	12.2 %

Hanson UK
Hanson House,
14 Castle Hill, Maidenhead,
Berkshire, SL6 4JJ
www.hanson.co.uk

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