



GENDER PAY GAP REPORT

2023

Saint-Gobain UK & Ireland



A message from **Mike Chaldecott**

CEO Saint-Gobain UK & Ireland



We're pleased to share our latest Gender Pay Gap Report. This is the fourth report following the introduction in 2017 of Gender Pay Information Regulations and follows our reports in 2018, 2019 and 2022. Following the Covid-19 pandemic the Government suspended the requirement for Companies to report their data in 2020 (2019 data) and has since reintroduced this requirement for 2021 (2020 data). Following this reintroduction we decided to publish our Gender Pay Gap data for the years up to April 5th 2019, 2020 and 2021 so there was a complete picture for stakeholders.

This report, for the calendar period 2022, includes data for four of our legal entities all of whom meet the threshold for reporting which is to have more than 250 employees.

These Companies are:

- **Saint-Gobain Building Distribution Ltd**
- **Saint-Gobain Construction Products UK Ltd**
- **Saint-Gobain Glass (United Kingdom) Ltd**
- **Saint-Gobain Ltd**

In December 2022, Saint-Gobain reached an agreement to divest its largest UK legal entity, Saint-Gobain Building Distribution Ltd, together with the International Timber business, which is part of Saint-Gobain Construction Products UK Ltd. The data reported in this report includes these businesses, but in our report next year (2024) where we report on 2023 data these businesses will be excluded.

I hope you find the report easy to understand and clear; I encourage you to provide any feedback you may have about this.



ABOUT THIS REPORT

In accordance with the requirements of the Gender Pay Information Regulations 2017 this report provides information on the gender pay gap within our organisation.

Saint-Gobain in the UK during the reporting period (calendar year 2022) was a large and complex organisation, employing more than 17,000 colleagues across 34 separate businesses. We had 4 legal entities with more than 250 employees, which is the Government's threshold for reporting gender pay gap data.

In December 2022 Saint-Gobain announced the divestment of the legal entity of Saint-Gobain Building Distribution Ltd (which includes 10,000 colleagues) and International Timber, part of Saint-Gobain Construction Products Ltd. Data for these businesses is included in this report but will be excluded in report covering 2023 as the divestment completed on the 28th February.

Information:

The gender pay gap is defined as the difference in the average pay between men and women.

¹ Colleague numbers as of 1st March 2023

SAINT-GOBAIN BUILDING DISTRIBUTION LIMITED

Including the following businesses:

Jewson, Pasquill, Gibbs & Dandy, JP Corry, Jewson Civils Frazer and Minster. This entity has in excess of 800 branches across the country.

8,998 colleagues¹



SAINT-GOBAIN CONSTRUCTION PRODUCTS LIMITED

Including the following businesses:

British Gypsum, Weber, Celotex, Saint-Gobain PAM, Formula and Ecophon – these businesses represent some of the most trusted and respected in the construction sector manufacturing plaster and plasterboard products, technical mortars and high performance insulation.

3,636 colleagues¹



SAINT-GOBAIN GLASS UK LIMITED

Including the following businesses and operations:

SGGUK manufactures flat coated and laminated glass. Glassolutions transforms and processes flat glass. Swisspacer manufacture warm edge spacer bars to insulate the edges of an energy efficient sealed glass unit.

472 colleagues¹



SAINT-GOBAIN LIMITED

Saint-Gobain Limited represents Saint-Gobain in the UK and Ireland and provides management services to the Saint-Gobain UK & Ireland businesses. It comprises Shared Service and Head Office functions including: Finance, IT, HR, Communications, Legal and other professional services.

332 colleagues¹





OUR DATA

UNDERSTANDING OUR PAY GAP DATA

The gender pay gap measures the difference between average pay for men and women in relation to total men's pay across our organisation.

These are shown as a mean average, arrived at by adding up men's salaries and dividing this figure by the number of men in the organisation and doing the same for women.

The median average is arrived at by lining up all salaries in the organisation, from lowest to highest to find the salary right in the middle of that line. Once you have this you are able to calculate the difference between men's and women's median salaries.

The difference between the two is divided by total pay for that gender to give the percentage pay gap.

If an organisation shows a minus pay gap, this means that men's average pay is lower than women's. If the number is positive, then this means that men's average pay is higher than women's.

DIVERSITY & INCLUSION

Improving diversity is a significant area of focus for all our businesses and one of the key pillars of Saint-Gobain's global six-point strategy - Grow and Impact. Having the most diverse organisation ensures we reflect the communities we serve and have the widest range of views and ideas from the best talent available to us when we make decisions, innovate, design our services or provide solutions for our customers.

Since we published the last report, we have made progress in establishing a range of networks to support, advise and challenge the business on how we can make progress quicker in making our business more diverse. As referenced in our last Gender Pay Gap report, we have continued to build our WoMen's Network (WIN) which has grown into a vibrant and active community working in multiple areas where we feel progress can assist our journey.

We have also established an LGBTQ+ group and a Diversity, Equity, Inclusion and Belonging Group. Working together with these groups we are sharing regular communication with colleagues to help raise awareness about relevant topics that support our progress towards creating a more diverse and inclusive business.

We have clear targets in place for 2025 and 2030 to support our journey in areas such as more diverse business leadership, membership of leadership teams and the proportion of new recruits from a diverse background. An example of our progress against our targets is that we achieved our target of 30% of external hires into managerial and specialist roles in 2022 being from a more diverse background. We still have much to do towards our targets overall and completely committed to keeping a big focus on this topic across our organisation.

The direct feedback of our colleagues is very important to the business and we are very pleased that again our annual colleague surveys reveal a high level of recognition of our positive culture and values and a strong sense of pride from colleagues about working for Saint-Gobain (90%). Saint-Gobain in the UK has received the Top employer certification for the 11th year in a row. A strong focus on personal development, safety and colleague wellbeing and a clear and compelling purpose to **Make the World a Better Home** and meet our decarbonisation targets.





OUR GENDER PAY PERFORMANCE

We know we have more to do in our overall overall gender pay performance. The majority of our businesses continue to have more men than women and a disproportionate number of men to women in senior roles, and many roles, in manufacturing and production, we are yet to make an impact on the gender mix of those who fulfil these important roles. These factors create a gender pay imbalance that can only be overcome by addressing the overall diversity of our business and in particular our management and leadership teams. Our new targets reflect this need. Whilst we are achieving some success in recruiting women to previously male-dominated operational roles, we still have much to do before we will be able to eradicate our gender pay gaps completely.

Looking specifically at our performance in 2022 versus prior years and the trend we see is that the overall Mean / Median pay gaps in two of our legal entities (SGBD & Saint-Gobain Glass UK Ltd) are generally negative or very minor. This is pleasing to see. In our remaining two legal entities (Saint-Gobain Ltd & Saint-Gobain Construction Products UK Ltd) there still exists a pay gap. As we look back at the size of the gaps in these entities over the six years of data we can see that we have reduced the mean pay gap by nearly 50%. There still exists a gap which we are not satisfied with, but we believe underlying progress is being made.

BONUS PAY

Overall there is no notable gap between the number of men to women who receive bonuses with the exception of in Saint-Gobain Construction Products UK Ltd, where, in 2022, there was a large gap, inconsistent with other years, in 2022 only 74.4% of men received a bonus compared to 91.3% of women. This is due to organisational structure changes during the year with two businesses, Pasquill and International Timber, joining Saint-Gobain Construction Products UK Ltd. These two businesses have a high number of male colleagues (85%) who did not receive a bonus during the year. The gender balance in these businesses is a historical factor and we are continuing to revise our approach in Pasquill to change jobs, increase rewards and attract more women to the business whenever we can. International Timber has been divested and therefore will not be included in future data.

There is a <5% gap in mean/median bonus pay between men and women in Saint-Gobain Glass UK Ltd and in SGBD a small or negative gap. In Saint-Gobain Ltd and Saint-Gobain Construction Products Ltd the gap is much larger. The data in these entities is particularly impacted by having a disproportionate number of men to women in senior roles in the business. Saint-Gobain Ltd is our smallest entity, and has the largest bonus pay gap. This entity, given its size, is most affected by the men / women ratio in senior roles.

SAINT-GOBAIN BUILDING DISTRIBUTION LTD

8,998 Colleagues

JEWSON

JEWSON



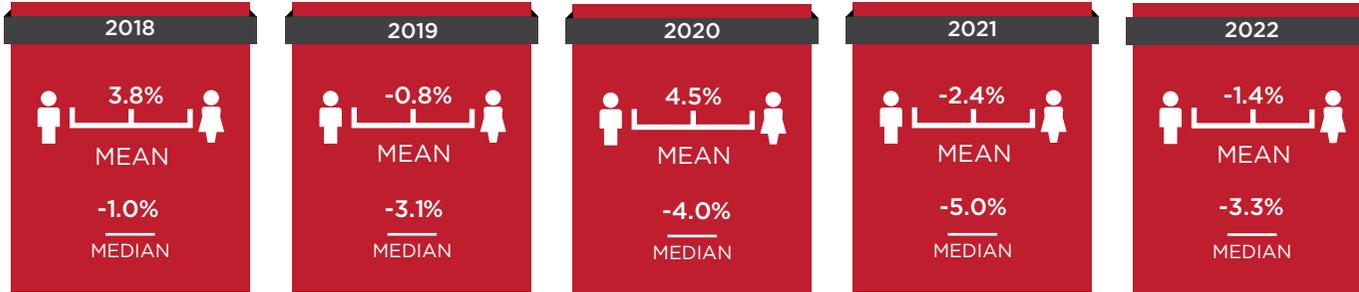
FRAZER

MINSTER



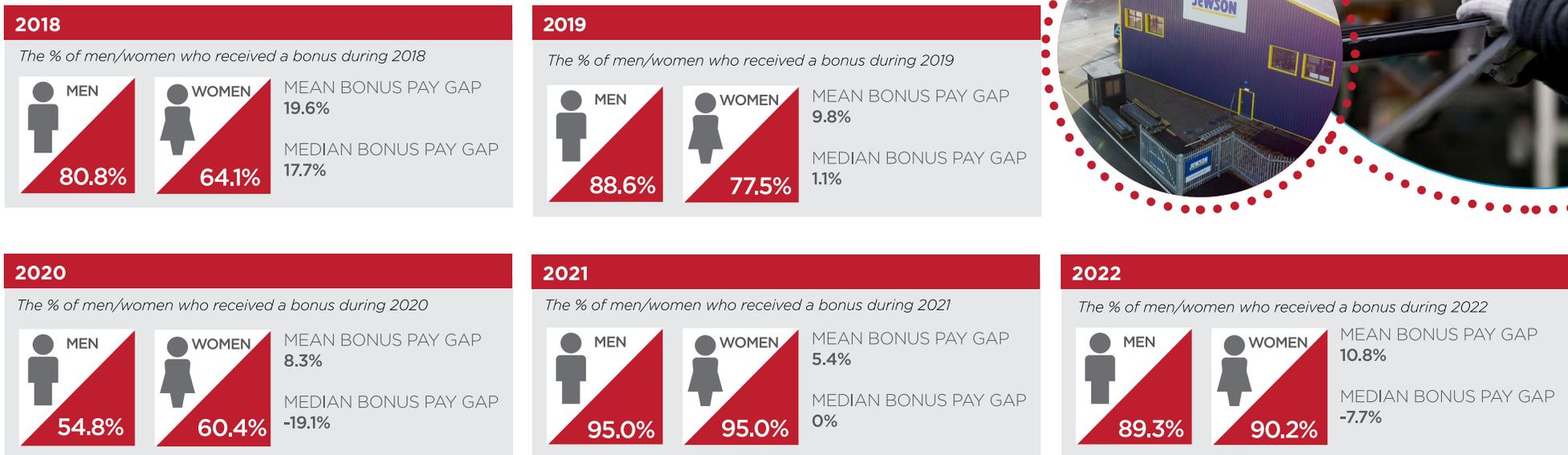
gibbs & dandy
all your building needs

GENDER PAY GAP

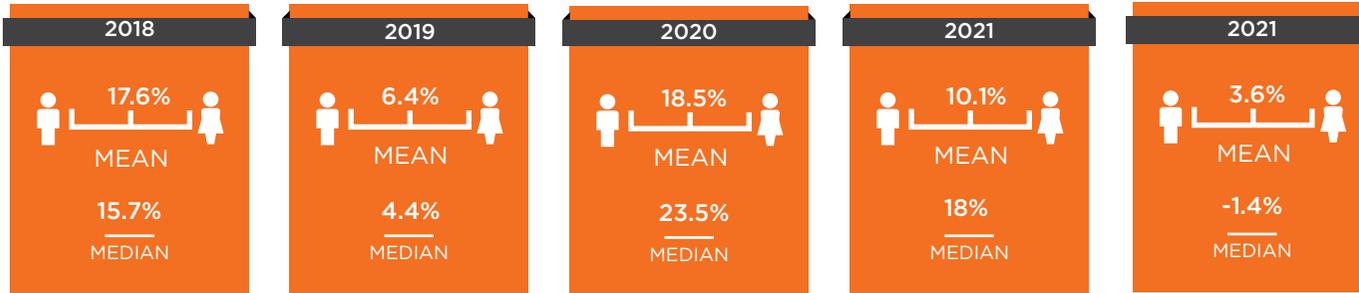


Jewson Ltd included from 2019 onwards.

BONUS PAY GAP

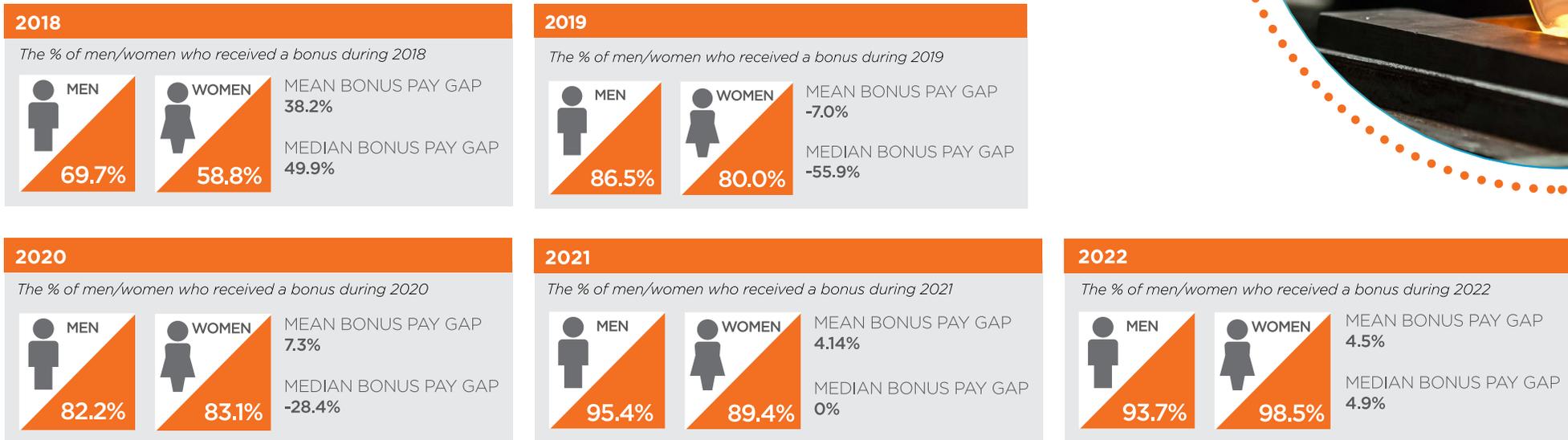


GENDER PAY GAP

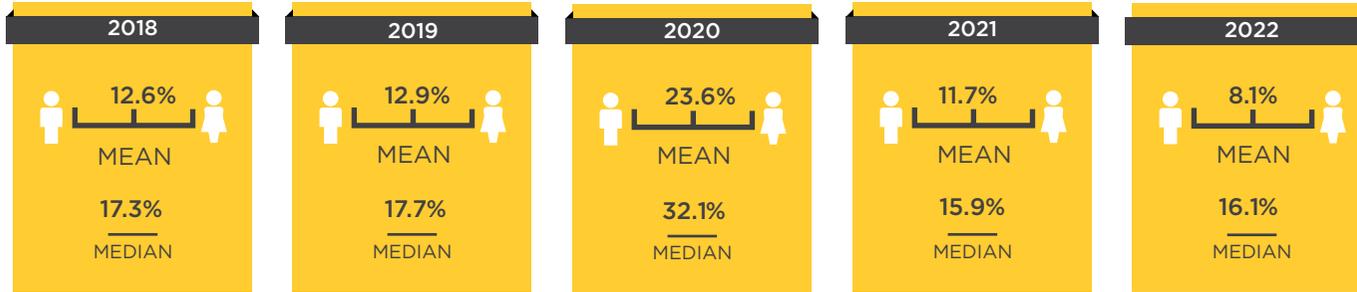


Substantial divestments/closures 2019 vs 2018 and 2021 vs 2019

BONUS PAY GAP

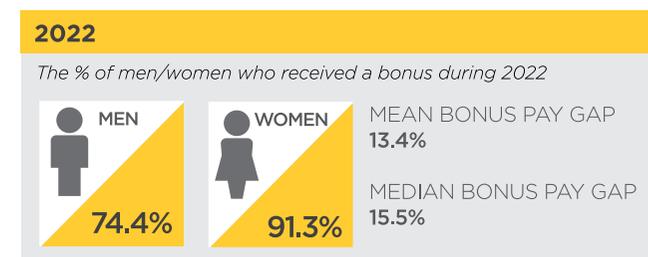
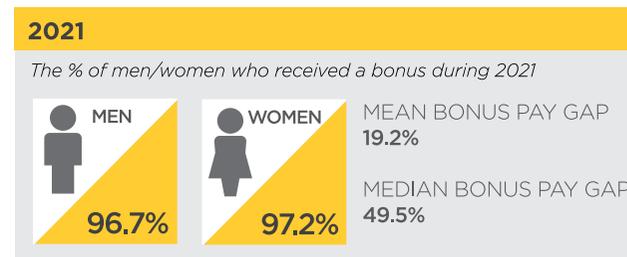
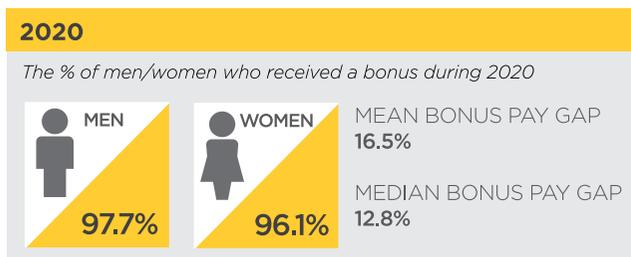
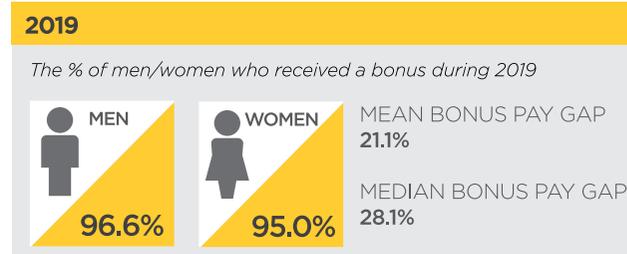
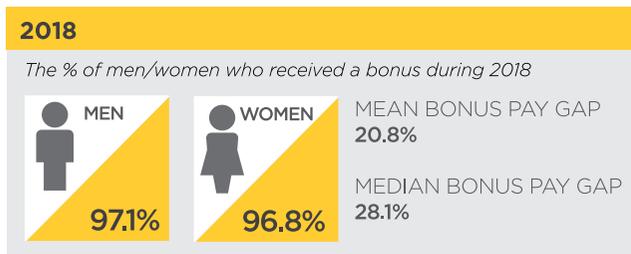


GENDER PAY GAP

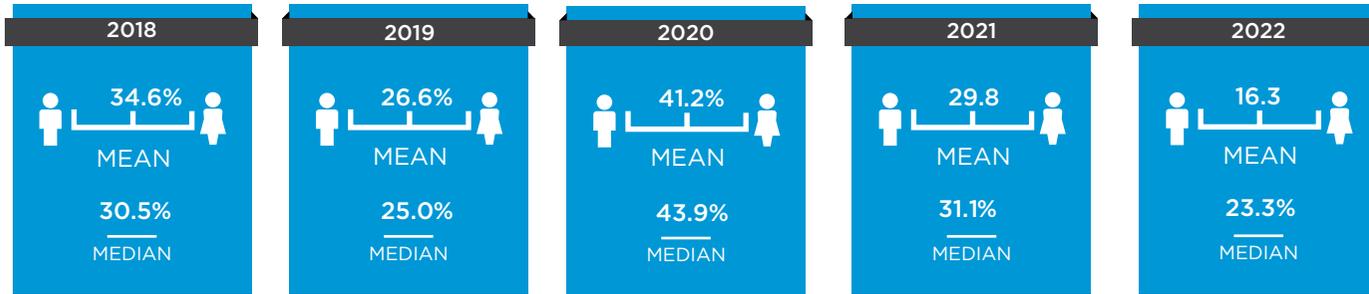


OSS included from 2022

BONUS PAY GAP



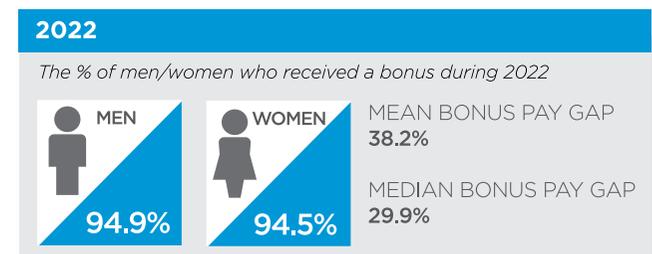
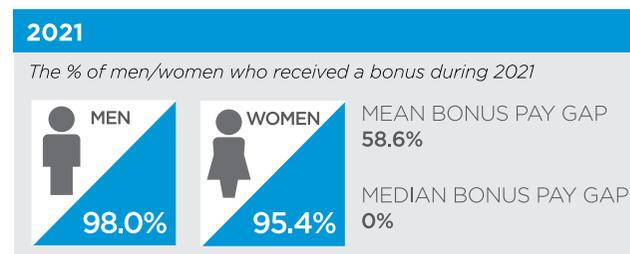
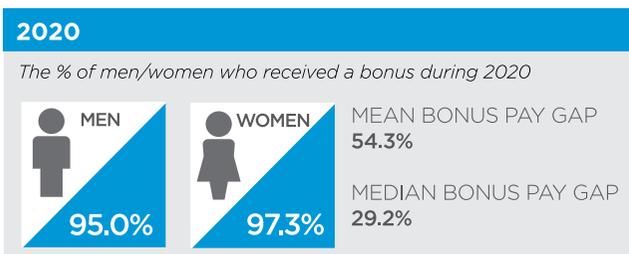
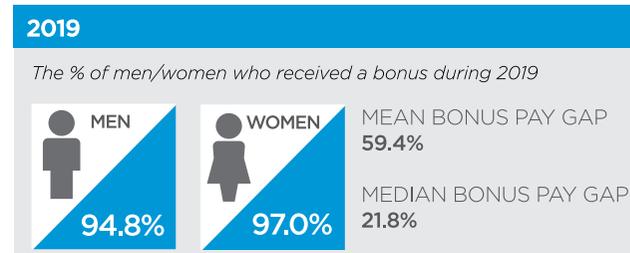
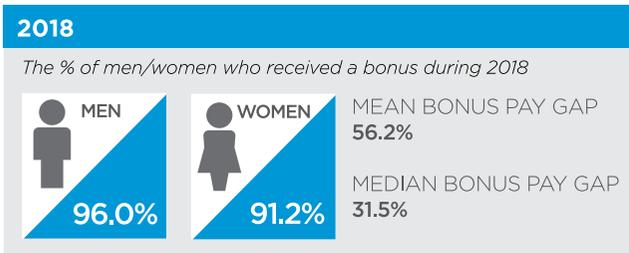
GENDER PAY GAP



Substantial structural changes 2021 vs 2019 (Digital included from 2022)



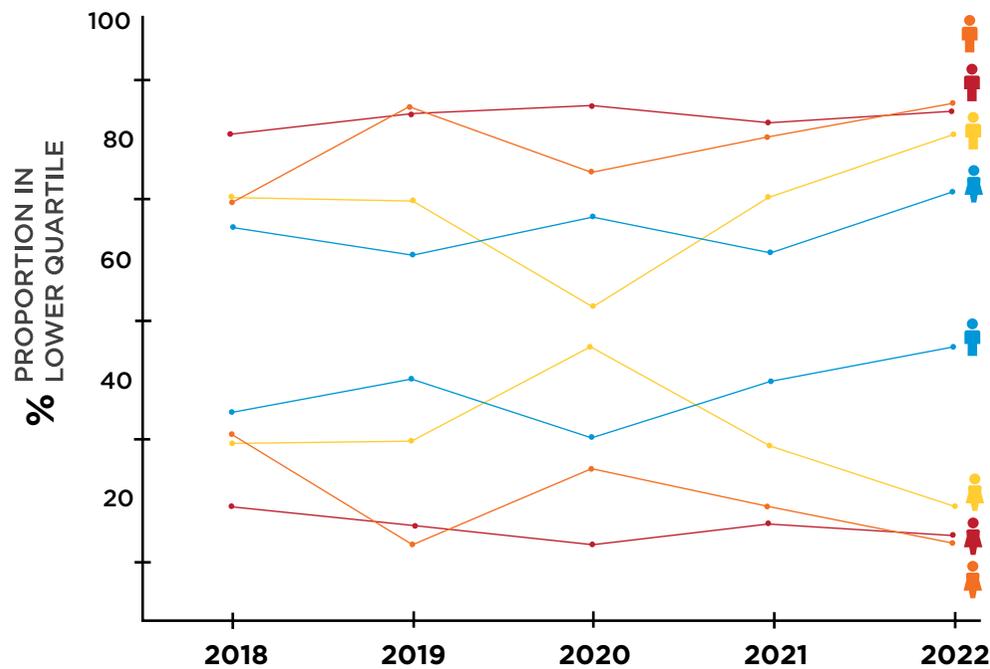
BONUS PAY GAP



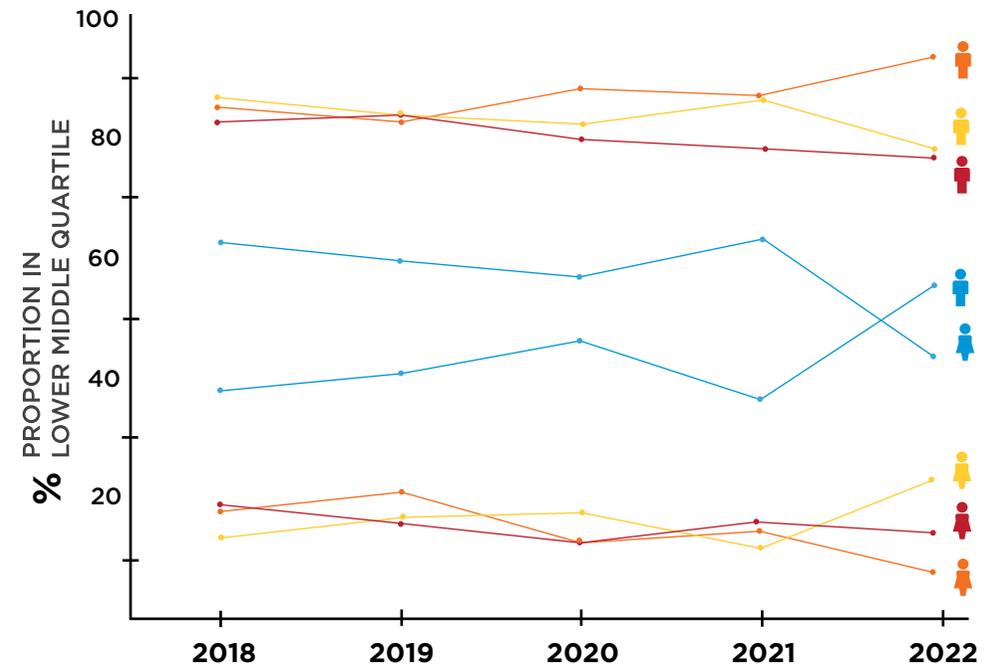
PAY QUARTILES

Our Pay Quartile data has not progressed to any significant degree. We continue to have an imbalance of men to women in the organisation and more men than women in senior roles. We have outlined this issue above and until we are able to make significant progress on our overall gender balance, we will struggle to impact this to any large degree. We continue however with our plans and are committed to the actions we need to take progressively to make inroads into this issue.

These quartiles represent the pay rates from the lowest to the highest for our employees, split into four equal sized groups. The graphs show the percentage of men and women in each quartile.



Gender pay gap - Female % per quartile - Saint-Gobain Ltd / Male % per quartile - Saint-Gobain Ltd



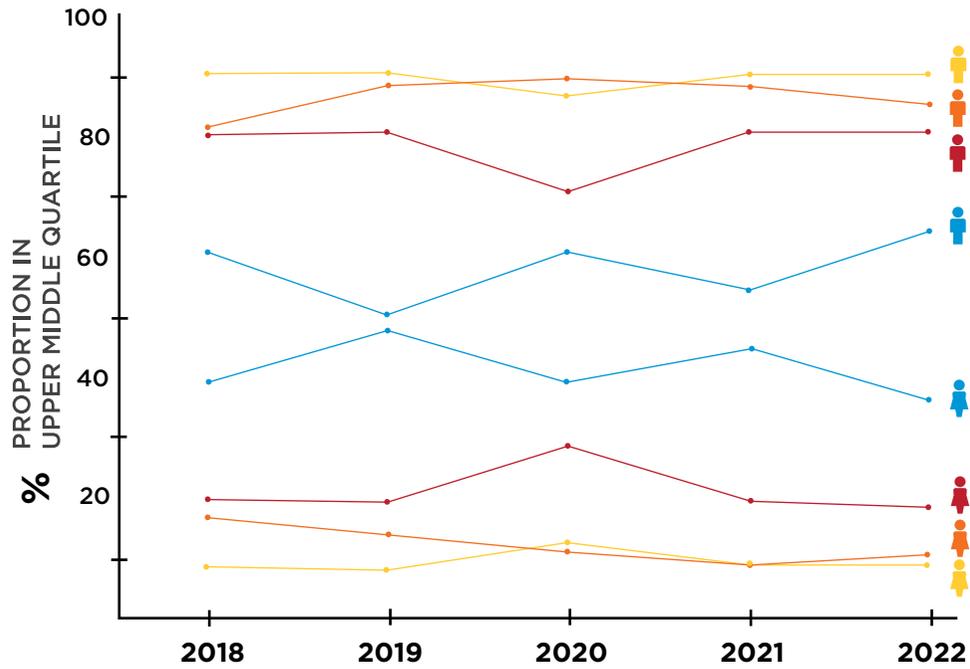
Gender pay gap - Female % per quartile - Saint-Gobain Ltd / Male % per quartile - Saint-Gobain Ltd

● Saint-Gobain Building Distribution Limited

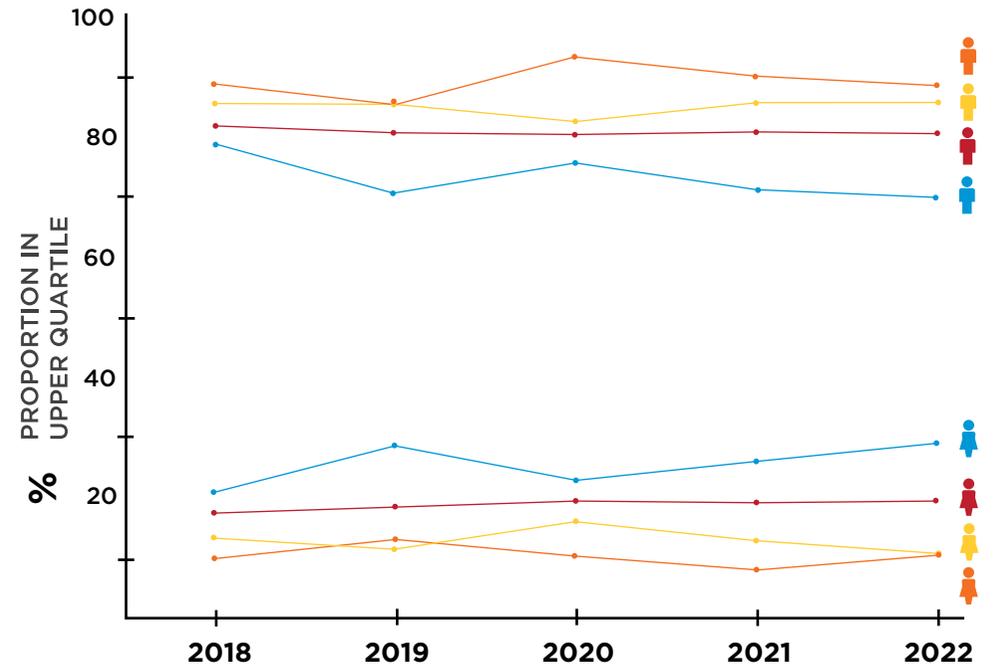
● Saint-Gobain Construction Products UK Ltd

● Saint-Gobain Glass UK Ltd

● Saint-Gobain Ltd



Gender pay gap - Female % per quartile - Saint-Gobain Ltd / Male % per quartile - Saint-Gobain Ltd



Gender pay gap - Female % per quartile - Saint-Gobain Ltd / Male % per quartile - Saint-Gobain Ltd

● Saint-Gobain Building Distribution Limited

● Saint-Gobain Construction Products UK Ltd

● Saint-Gobain Glass UK Ltd

● Saint-Gobain Ltd





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