

# GENDER PAY GAP REPORT

2023 DATA

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 fifth report following the introduction in 2017 of Gender Pay Information Regulations.**

This report, for the calendar period 2023, includes data for three of our legal entities all of whom meet the threshold for reporting which is to have more than 250 employees. A number of our other legal entities don’t meet the threshold for reporting, and, although this means we do not include their data we continue to work actively with all our businesses on what we consider a very important agenda ensuring our businesses are diverse, inclusive and present all of our colleagues with opportunities for development learning and progressive careers.

**In this report we provide data for the following Companies:**

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

In February 2023 we completed the sale of our 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 does not include these Companies.

I hope you find the report easy to understand and clear; I encourage you to provide any feedback you may have about this which you can do via email to [SGUKinfo@Saint-Gobain.com](mailto:SGUKinfo@Saint-Gobain.com).



*Mike Chaldecott*

**”**



# OUR LEGAL ENTITIES

## Information:

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

<sup>1</sup> Colleague numbers as of 1st April 2024.

## SAINT-GOBAIN CONSTRUCTION PRODUCTS LIMITED



Including the following businesses:

British Gypsum, Weber, 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.

**2,979 colleagues<sup>1</sup>**

## 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.

**415 colleagues<sup>1</sup>**

## 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.

**355 colleagues<sup>1</sup>**



## 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, our business has been through significant transformation. Through this we have continued to recognize the vital importance of being a diverse and inclusive business.

As a now smaller business we have consolidated our various networks and established an overarching Steering Group comprised of 20 colleagues with a diverse range of life and work experiences and diverse perspectives. Under the umbrella of 'Together as One' the group is supporting and advising the business on how to engage colleagues and teams in the importance of this subject.

We continue to be working towards targets 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.

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 (89%).

In our annual colleague survey we also ask colleagues if they believe people are respected whatever their profile – in our recent survey 89% agree.

Saint-Gobain in the UK has received the Top employer certification for the 12th 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 are key elements that we believe provide a meaningful and rewarding career in the Group.

# OUR GENDER PAY PERFORMANCE

2023 was a year of huge structural change in the shape of our business. A large divestment reduced our business from 17,000 people to circa 5,000. A number of other smaller divestments and structural changes saw other sites close and some businesses moved legal entities. In a number of businesses certain operational roles were made redundant as a result of changes in our market.

All these changes create a very dynamic and changing situation in our business that will settle as we look ahead to our 2024 reporting.

With that said, we know we have more to do in our 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. In 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. 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 and the systemic issues highlighted above are not uncommon to manufacturing and construction businesses.

Looking specifically at our performance in 2023 a number of structural changes have had a result on the gender pay gap reported.

In Saint-Gobain Construction Products UK Ltd where the mean pay gap has increased a contributing factor has been the divestment of International Timber. Comprising of more than 250, largely male lower paid operatives, this has caused the mean pay of males to increase – causing a rise in the pay gap. A further factor has been the rising in the minimum pay particularly in relation to colleagues in our

Off-Site Solutions business. This has seen the pay of the lowest paid roles in this business, often occupied by men, increase by circa 10% and at a greater rate than others in the business. This has had the effect of raising the mean male pay. In Saint-Gobain Glass UK Ltd, where we have the smallest pay gap there has also been an increase in the pay gap. This has been caused in the main part by structural changes which have seen some loss of roles in mainly male, lower paid roles, causing the average male pay to increase.

In Saint-Gobain Ltd, which reports the largest pay gap (Mean: 30.95%) this can be largely attributed to the transfer of a number of very senior women who departed the business when the divestment of Saint-Gobain Building Distribution UK Ltd completed in February 2023. This reduced the mean female pay, causing a bigger pay gap. We continue to recognize that these pay gaps can only be addressed by increasing our overall diversity and supporting female colleagues to develop into senior roles.







## BONUS PAY

Overall there is no notable gap between the number of men to women who receive bonuses with the exception of colleagues in Saint-Gobain Construction Products UK Ltd, where, in 2023 there is a large gap. This is as a result of colleagues from our Off-Site Solutions businesses joining this legal entity. Many colleagues in these businesses do not receive a bonus for historical reasons. We are actively reviewing this approach.

We recognize this is an anomaly in our business and we are continuing to revise our approach in this part of the business to change jobs, increase rewards and attract more women to the business whenever we can.

In terms of the bonus pay gaps we see a number of different results in our three Companies. These are summarized below:

In Saint-Gobain Construction Products Ltd (mean bonus pay gap of 24,05%) and Saint-Gobain Ltd (mean bonus pay gap of 67,12%) large mean bonus pay gap are reported. In both of these Companies there exists more senior male colleagues to female colleagues which presents a systemic issue that impacts our results in these areas. In Saint-Gobain Ltd specifically, which reports the highest mean bonus pay gap, the departure of circa 20 senior women in early 2023, has had a significant impact on the results in this area. As this legal entity is small (355 people) this change has had a large impact.

In Saint-Gobain Glass UK Ltd there is a negative bonus pay gap (mean: -5.91% and median bonus pay gap – 56.99%). This result is due to two main factors. Firstly the mean pay gap (-5.91%) is a result of the overall profile of the men and women in this entity. Men, while larger in number are on relatively low salaries, while the females, were relatively better paid in typical supporting, sales or customer services roles. This salary difference accounts for a difference in the mean bonus pay.

The mean gap (which is higher at -56.99) is again due to the difference in role profiles in this entity together with the difference in bonus potential achievable by different role types. Many of the males in this entity will have a lower bonus potential than the females.

As we look at related trends in this area, we do believe there is a slight downward trend from 2017 to 2023. Whilst this can be hard to assess completely as many factors affect our results (such as changing business structure) we believe there is a small, gradual reduction in bonus pay gap as we gradually increase the female:male ratio in our business and support female colleagues to develop into more senior positions.

# SAINT-GOBAIN CONSTRUCTION PRODUCTS LIMITED

2,979 colleagues<sup>1</sup>

**British Gypsum**  
SAINT-GOBAIN

**ecophon**  
SAINT-GOBAIN

**PASQUILL**  
SAINT-GOBAIN

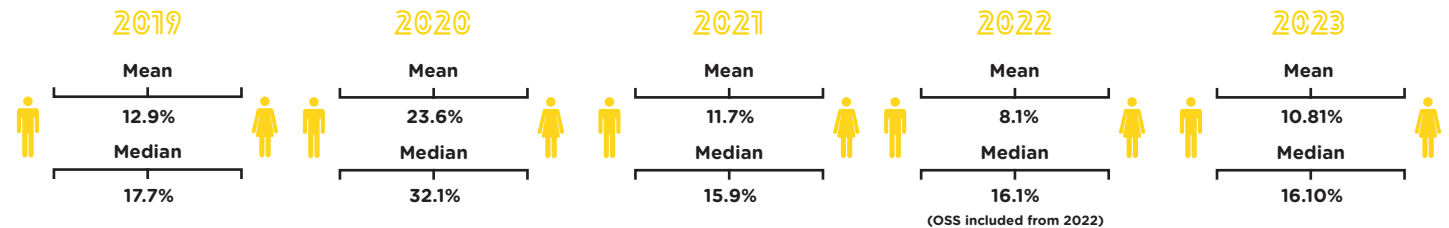
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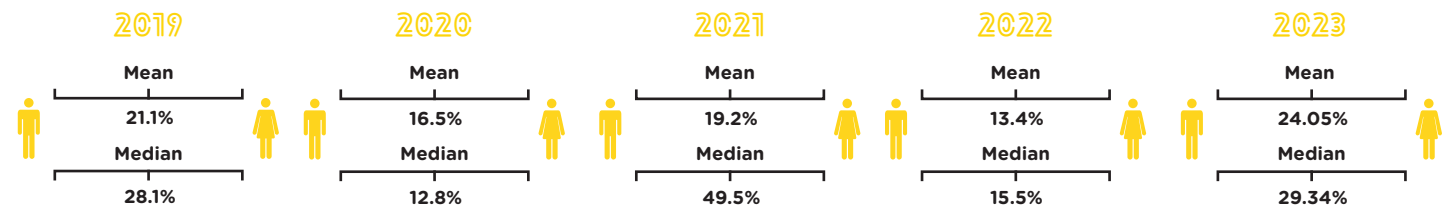


During 2023 a number of structural changes took place in 2023. These had the effect of reducing a number of operational roles in businesses that were mainly occupied by men.

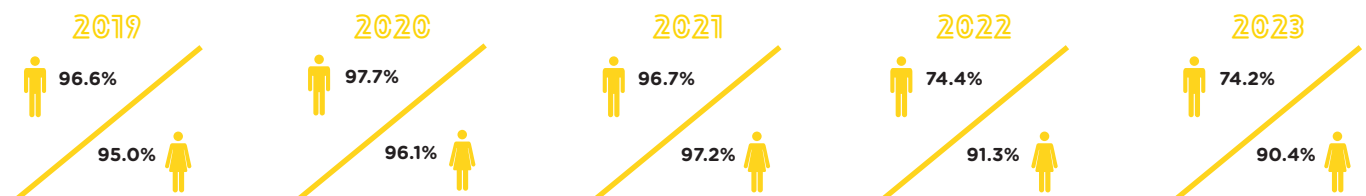
## GENDER PAY GAP



## BONUS PAY GAP



## % RECEIVING BONUS





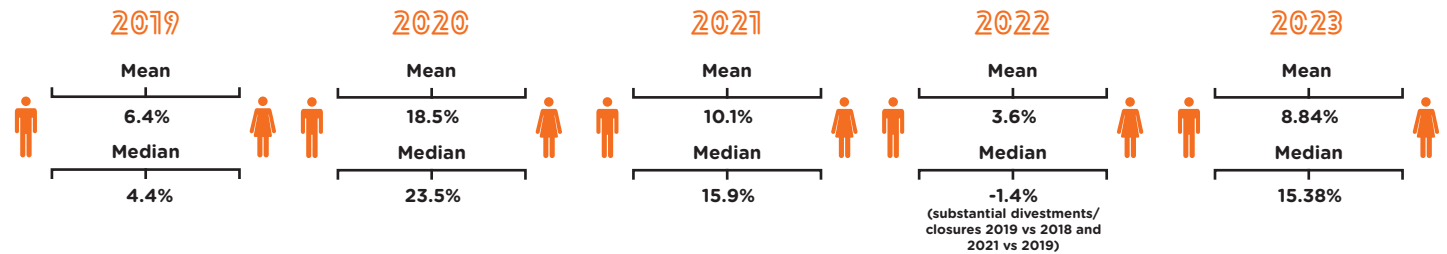
# SAINT-GOBAIN GLASS UK LIMITED

415 colleagues<sup>1</sup>

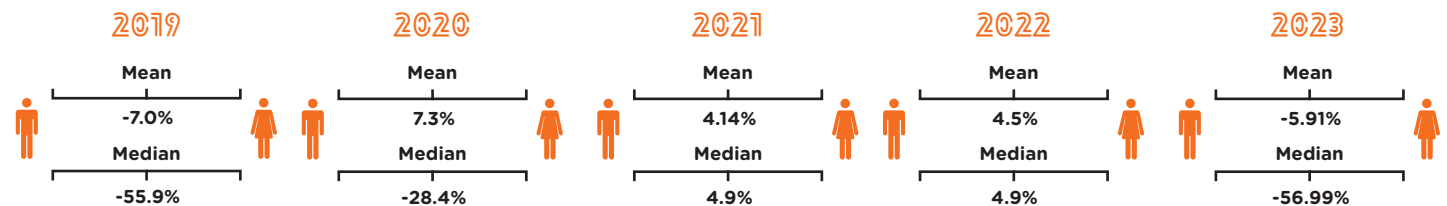


In 2023 a number of structural changes took place including the divestment of two operational sites (106 colleagues) and the closure of our operating facilities in Coventry as we moved operations to Europe. These changes saw a large number of mostly men leave the business.

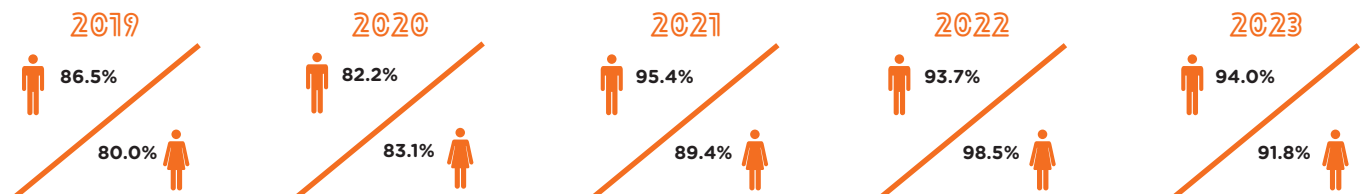
## GENDER PAY GAP



## BONUS PAY GAP



## % RECEIVING BONUS



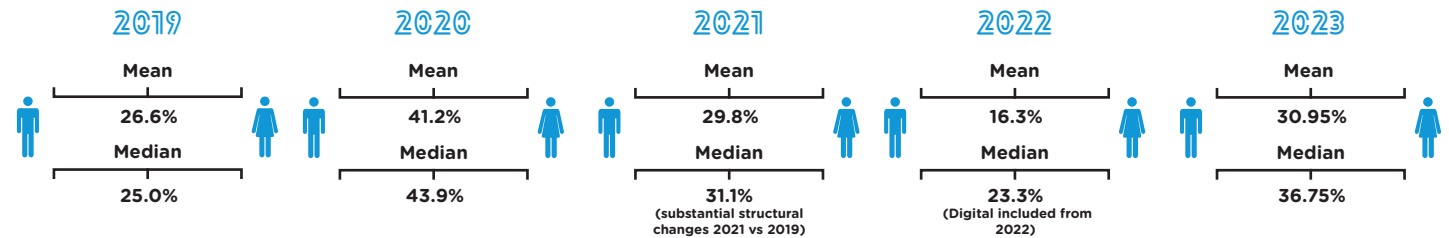
# SAINT-GOBAIN LIMITED

355 colleagues<sup>1</sup>

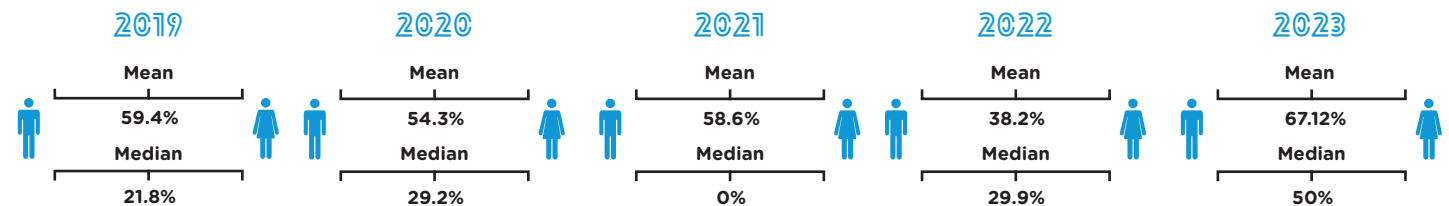


As a result of the significant divestment that completed in February 2023 we saw a number of well-paid women leave the business in early 2023 as they transferred to the new owner.

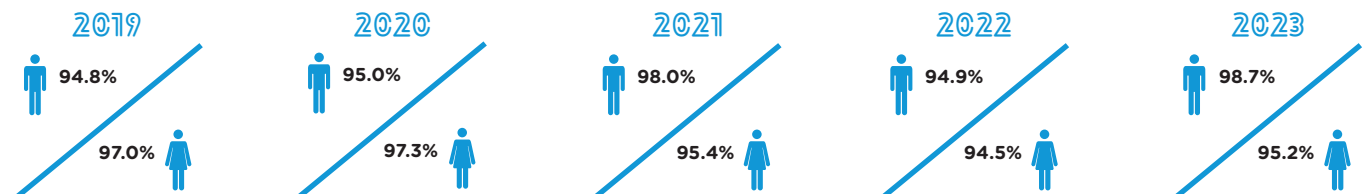
## GENDER PAY GAP



## BONUS PAY GAP



## % RECEIVING BONUS





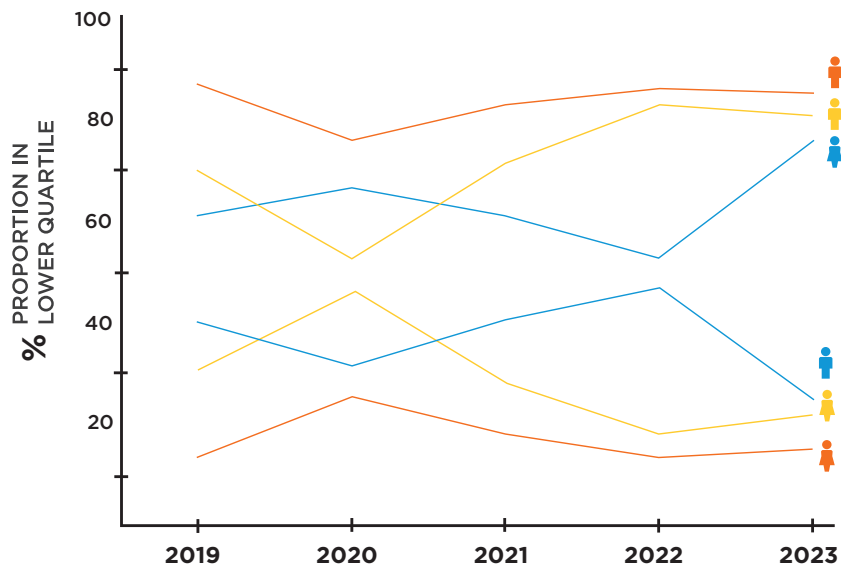
# PAY QUARTILES

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 earlier in this report and until we are able to make significant progress on our overall gender balance, we will struggle to impact this to any large degree.

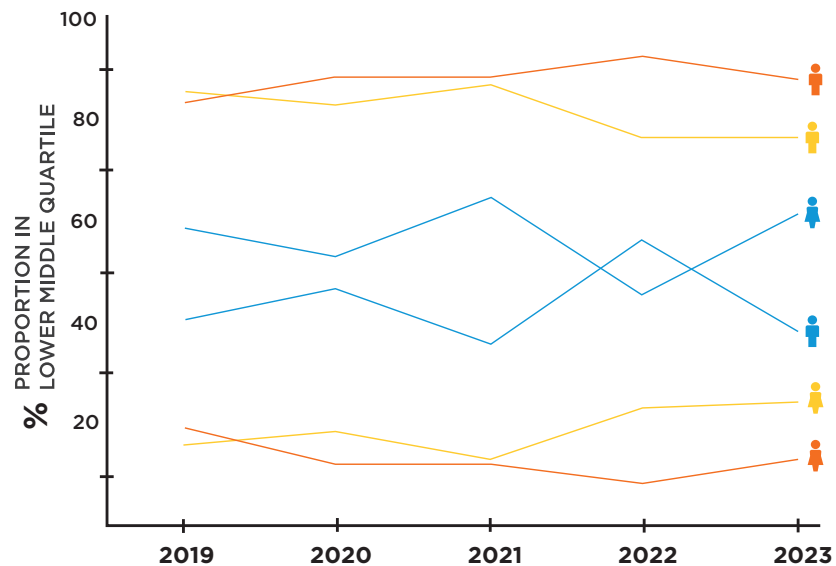
We continue however with our plans and are committed to the actions we need to take progressively to make inroads into this issue.

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

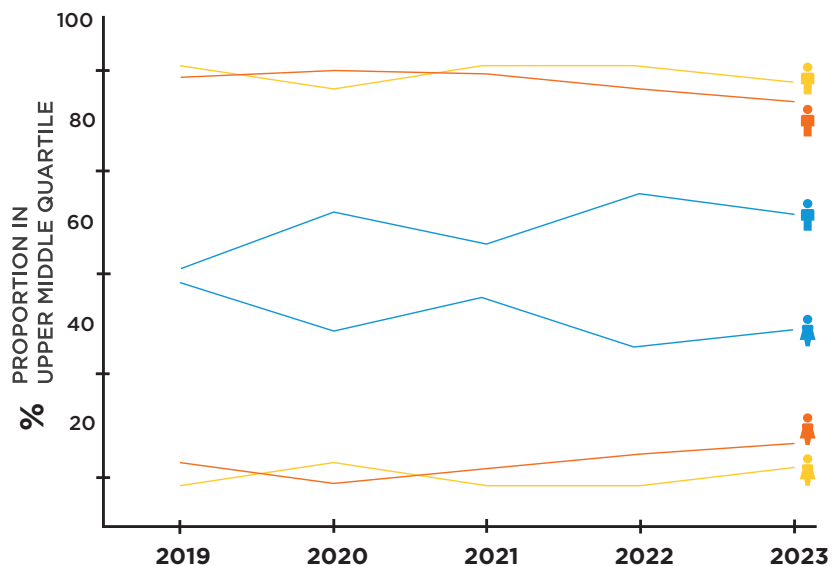




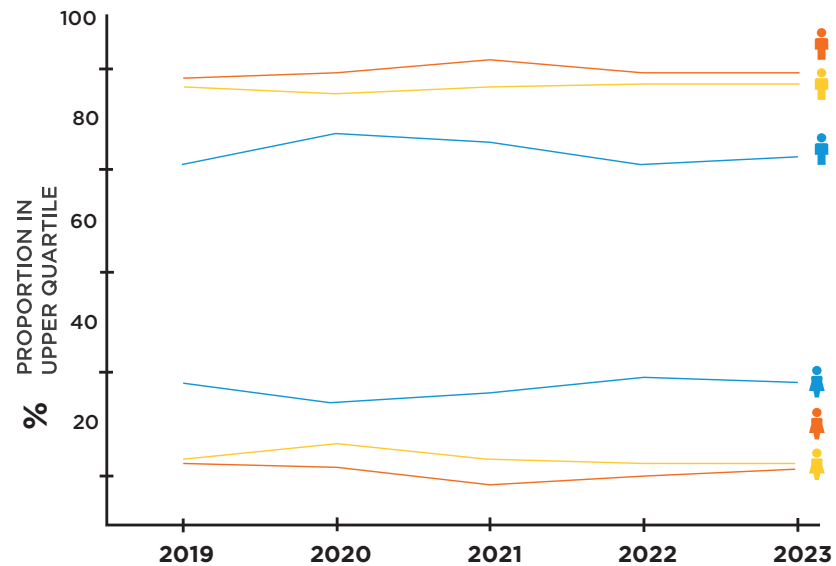
Gender pay gap - Female % per quartile - Saint-Gobain Ltd /Male % per quartile - Saint-Gobain Ltd



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



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



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