

# GENDER PAY GAP REPORT

2024 DATA

Saint-Gobain UK



# A message from **Mike Chaldecott**

CEO Saint-Gobain UK & Ireland

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**“ We’re pleased to share our latest Gender Pay Gap Report. This is the sixth report following the introduction in 2017 of Gender Pay Information Regulations.**

This report, for the calendar period 2024, 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**

During the period there were a number of structural changes in the business which has resulted in some changes to the reported data. Of these changes the most significant relates to the divestment of the Celotex business (part of Saint-Gobain Construction Products UK Ltd) resulting in 125 roles transferring out of this entity.

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).



# OUR LEGAL ENTITIES

## SAINT-GOBAIN CONSTRUCTION PRODUCTS UK 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.

*2,806 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.

*396 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.

*334 colleagues<sup>1</sup>*

### 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 5th April 2024.



## 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.

The Group's remit is to help create a rich and positive culture which respects our differences; provide tools, resources and platforms which help each of us to expand our knowledge and skills and support colleagues who need our help and to share experiences and stories for the benefit of others.

We have an active 'Together as One' steering group comprising representatives from across our businesses who support our work in this area. They are currently developing a Diversity, Equity, Inclusion and Belonging (DEIB) action plan for our UK&Ireland businesses who are part of this network

During 2024 the group has been active developing a wide network of Together as One colleagues who co-ordinate activity in each of our businesses. They have been deploying an employee engagement programme - "Table Talk Café" to seek the views of colleagues and in early 2025 have launched a reverse mentoring programme 2025.

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%).

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 13th 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

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 2024 a number of structural changes have had a small impact on the result on the gender pay gap reported.

In Saint-Gobain Construction Products UK Ltd the mean pay gap has decreased slightly to below 10%. A contributing factor has been the structural changes occurring in the entity in the year. A reduction in the number of mainly male production roles and the transfer to an external organization following the divestment of the Celotex business has had a small impact. Similar structural changes in Saint-Gobain Glass UK Ltd have had a similar impact reducing the pay gap.

In Saint-Gobain Ltd, which continues to have a pay gap that is far higher than we would like a number of senior female hires and transfers into the entity in the period has been offset by a number of senior male transfers to the entity. While the data shows a reduction

in the pay gap it remains over 30%, 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

In all three entities there has been a reduction in the Bonus Pay Gap.

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 UK Ltd (mean bonus pay gap of 16.01%) and Saint-Gobain Ltd (mean bonus pay gap of 51.77%) large mean bonus pay gap are reported. In both Companies having more senior male colleagues to female colleagues presents a systemic issue that impacts our results in these areas. While these Bonus Pay Gaps are smaller than the prior year the systemic issue described above accounts for this gap.

In Saint-Gobain Glass (United Kingdom) Ltd there is a negative bonus pay gap (mean: -8.44% and median bonus pay gap - 70.78%). We believe this is as a result of timing related to bonus pay for the majority of operational colleagues who are mostly male.

The Bonus Pay Gap in this entity has increased compared to the prior year.

# SAINT-GOBAIN CONSTRUCTION PRODUCTS UK LIMITED

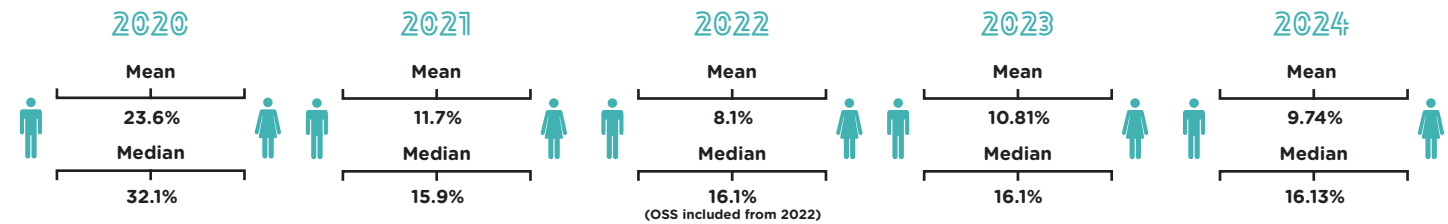
2,806 colleagues<sup>1</sup>



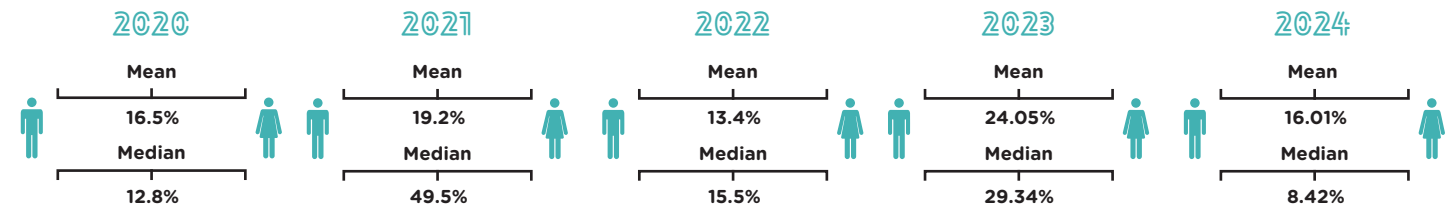
During 2024 a number of structural changes took place. The result of these changes were that nearly 200 (mainly male colleagues) left the business during the period.

These changes reduced the number of operational roles in businesses that were mainly occupied by men.

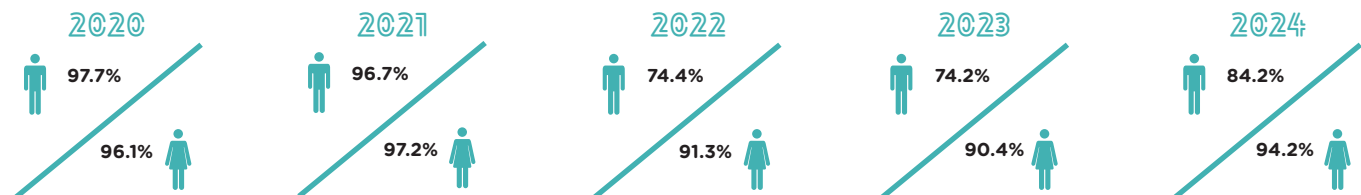
## GENDER PAY GAP



## BONUS PAY GAP



## % RECEIVING BONUS



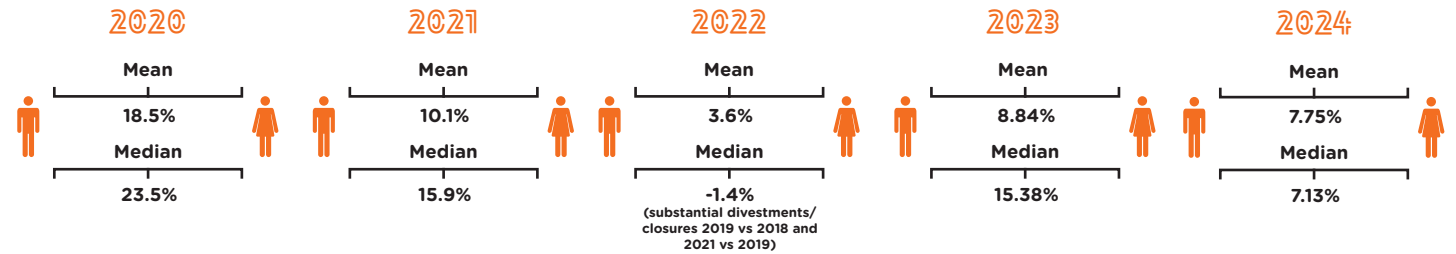
# SAINT-GOBAIN GLASS (UK) LIMITED

396 colleagues<sup>1</sup>

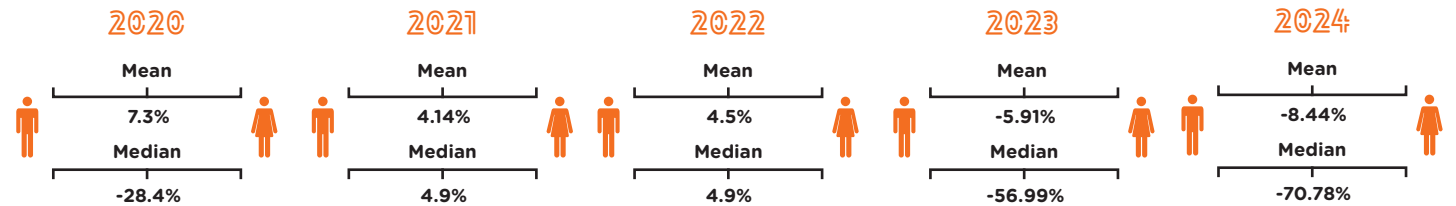


In 2024 a number of structural changes took place resulting in 42 men and 6 women left the business. One senior women also transferred out of this entity. The result was that the Gender Pay Gap reduced and the bonus pay gap increased further in favour of women in the business.

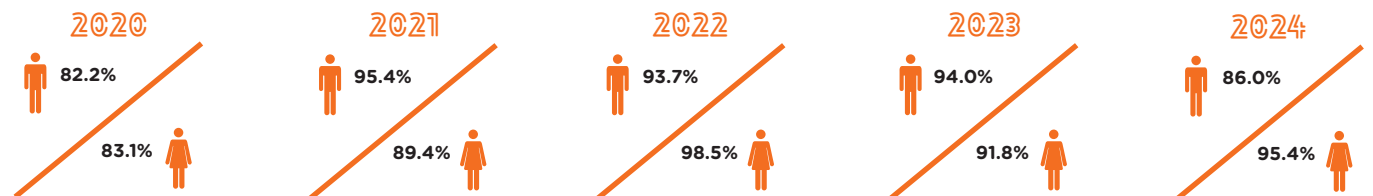
## GENDER PAY GAP



## BONUS PAY GAP



## % RECEIVING BONUS



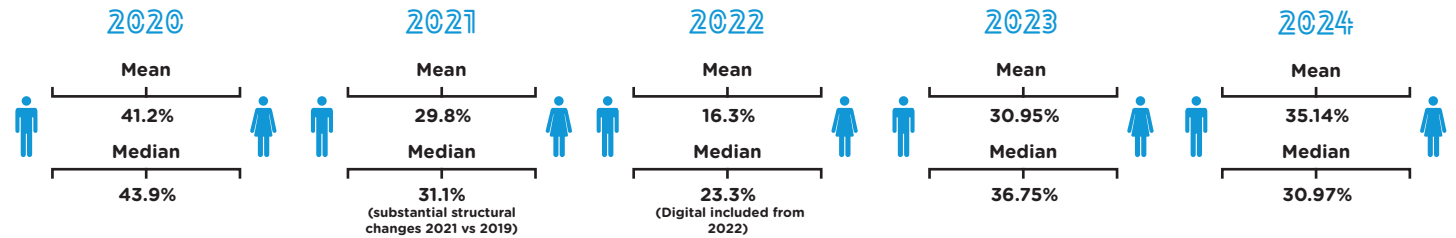
# SAINT-GOBAIN LIMITED

334 colleagues<sup>1</sup>

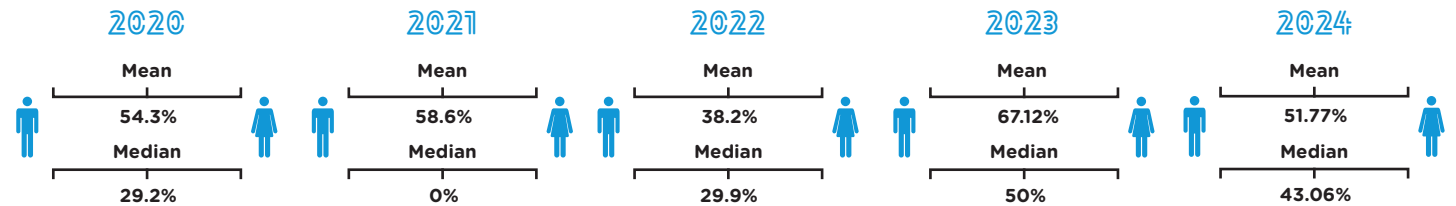


While there were a number of significant senior female recruits / transfers into the entity, this was offset by a number of senior males transfer into the business. The data has, as a result not changed significantly.

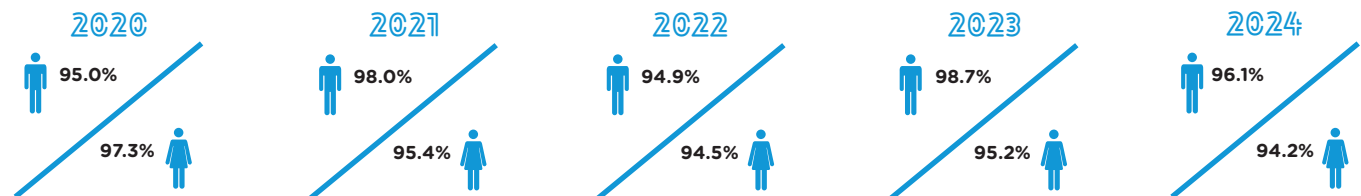
## GENDER PAY GAP



## BONUS PAY GAP



## % RECEIVING BONUS



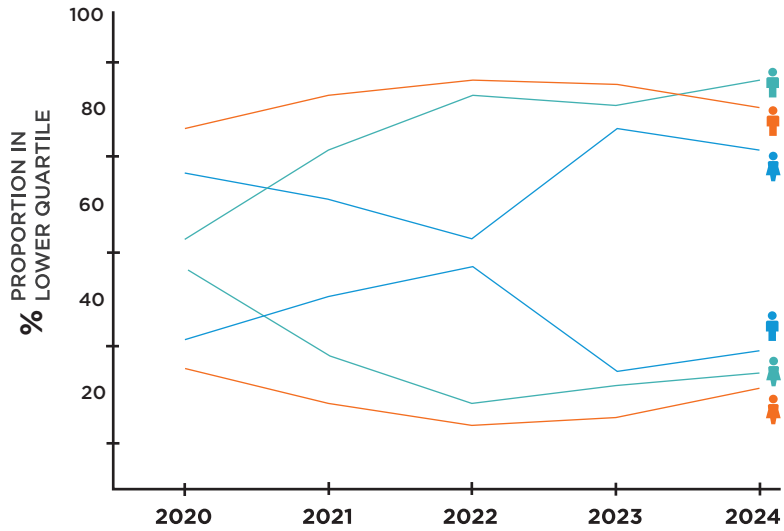
# PAY QUARTILES

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.

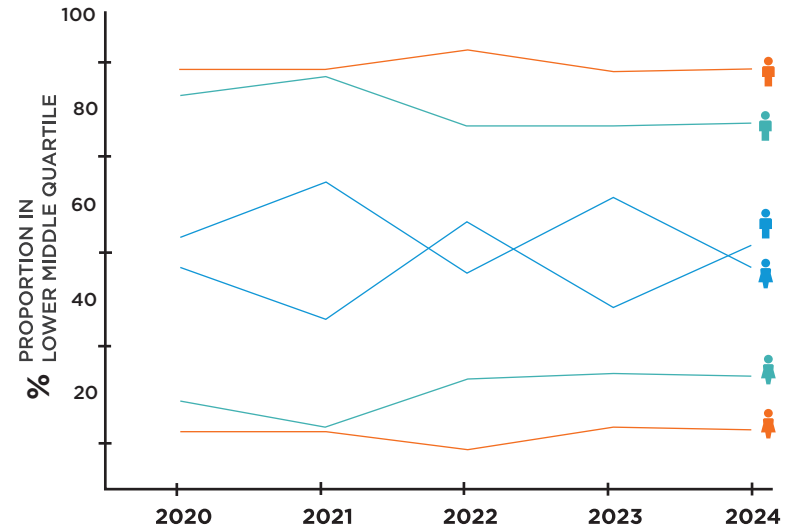
We continue however with our plans and are committed to the actions we need to take progressively to make inroads into this issue.

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.

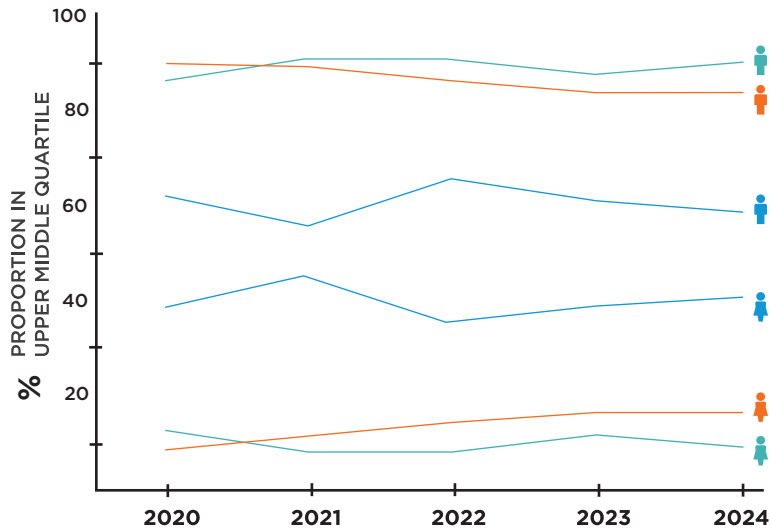




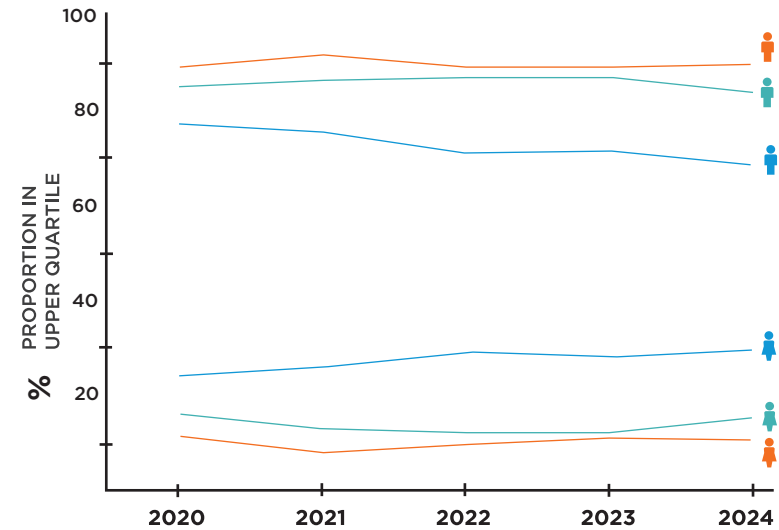
Gender pay gap - Female % per quartile - Saint-Gobain Ltd / Male % per quartile - Saint-Gobain Ltd



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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