

# GENDER PAY GAP REPORT

2025 DATA

Saint-Gobain UK & Ireland



# A message from Dean O'Sullivan

CEO Saint-Gobain UK & Ireland

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

This report, for the calendar period 2025, includes data for three of our legal entities, all of whom meet the threshold for reporting (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 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**

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

*2,818 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.

*390 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.

*360 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 1st November 2025



## 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 in the middle of that line. Once you have this you are able to calculate the difference between the men's and women's median salaries.

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

If an organisation shows a negative 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 – Lead and Grow. Having a 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, provides tools, resources and platforms which help each of us to expand our knowledge and skills, support colleagues who need our help and share experiences and stories for the benefit of others.

Our 'Together as One' steering group, comprising representatives from across our businesses who support our work in this area, continue to be active in supporting our progress.

During 2025 the network of colleagues have been active in a number of areas including: developing a D&I statement that clearly explains our D&I vision & approach; collecting a library of colleagues perspectives on D&I in the business, launching a Diversity Mentoring programme and piloting a colleague workshop exploring "What roles can men play in the pursuit of diversity".

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. There is also a strong sense of pride from colleagues about working for Saint-Gobain (87%). In our annual colleague survey we also asked colleagues if they believe **people are respected whatever their profile – in our recent survey 82% of colleagues agree.**

Saint-Gobain in the UK has received the Top employer certification for the 14th 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. The systemic issues highlighted above are not uncommon to manufacturing and construction businesses.

Looking specifically at our performance in 2025, statistics on gender pay gap generally remained static.

In Saint-Gobain Construction Products UK Ltd the mean pay gap has remained almost identical. In Saint-Gobain Glass the mean pay gap increased slightly to 9.5%. In Saint-Gobain Ltd, the mean pay gap decreased by 3% to 32%.





## BONUS PAY

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 and Saint-Gobain Ltd, large mean bonus pay gaps are reported. Compared to the prior year, in Saint-Gobain Construction Products Ltd the mean bonus pay gap has decreased by 2% to over 53%. In Saint-Gobain Ltd the mean bonus pay gap has increased to 61.6%. In both Companies having more senior male colleagues to female colleagues presents a systemic issue that impacts our results in these areas.

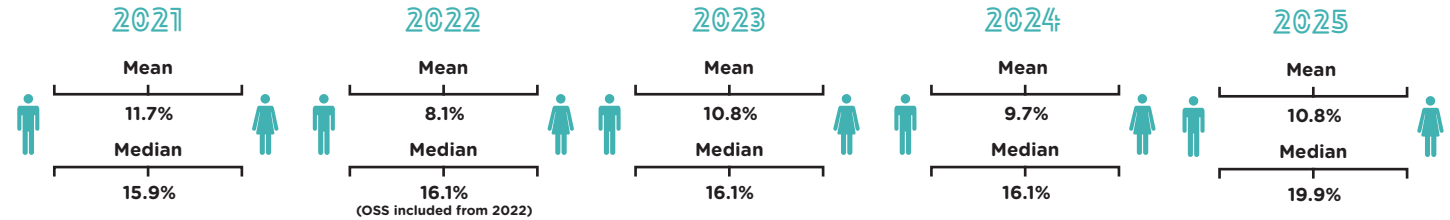
In Saint-Gobain Glass UK Ltd the results show a negative bonus pay gap (mean: -9.27% and median bonus pay: gap -79.50%). We believe this is because of timing related to bonus pay for the majority of operational colleagues who are mostly male. The Bonus Pay Gap in this entity has increased compared to the previous year.

# SAINT-GOBAIN CONSTRUCTION PRODUCTS UK LIMITED

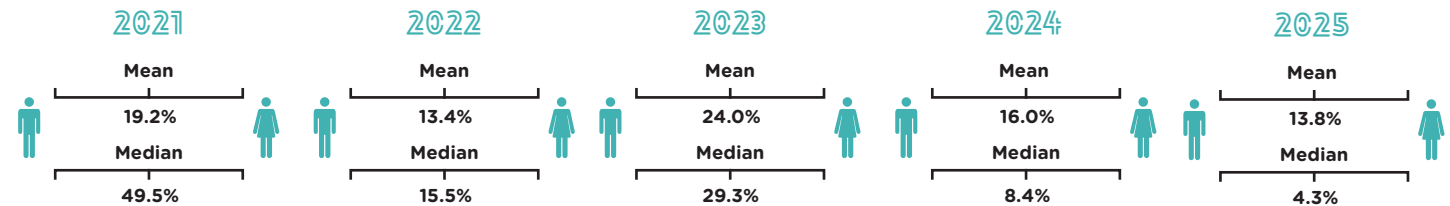
2,818 colleagues<sup>1</sup>



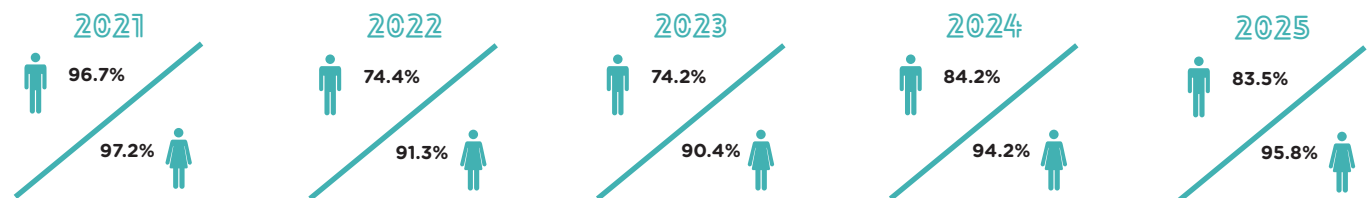
## GENDER PAY GAP



## BONUS PAY GAP



## % RECEIVING BONUS

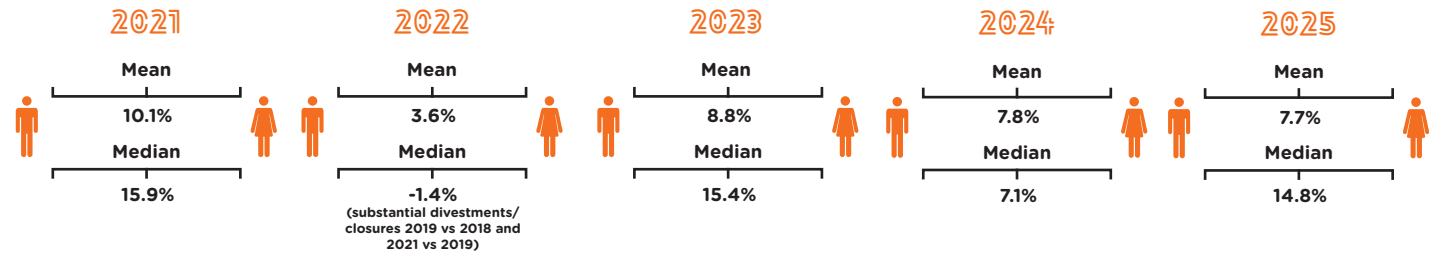


# SAINT-GOBAIN GLASS (UK) LIMITED

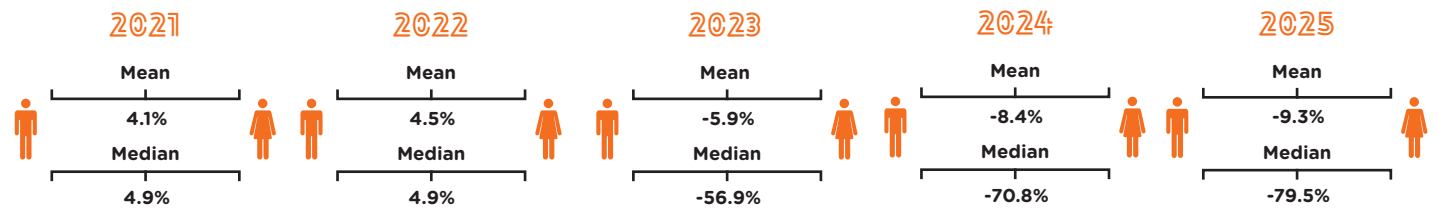
390 colleagues<sup>1</sup>



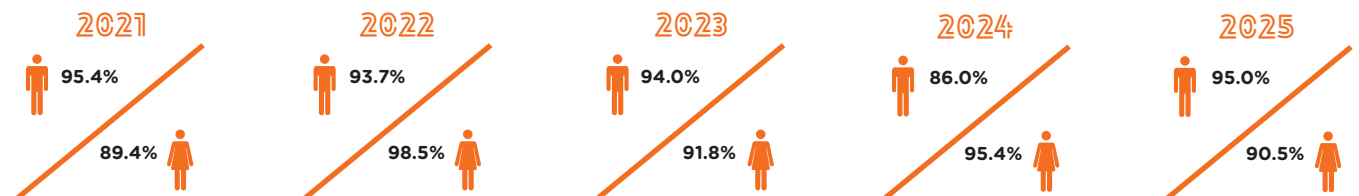
## GENDER PAY GAP



## BONUS PAY GAP



## % RECEIVING BONUS

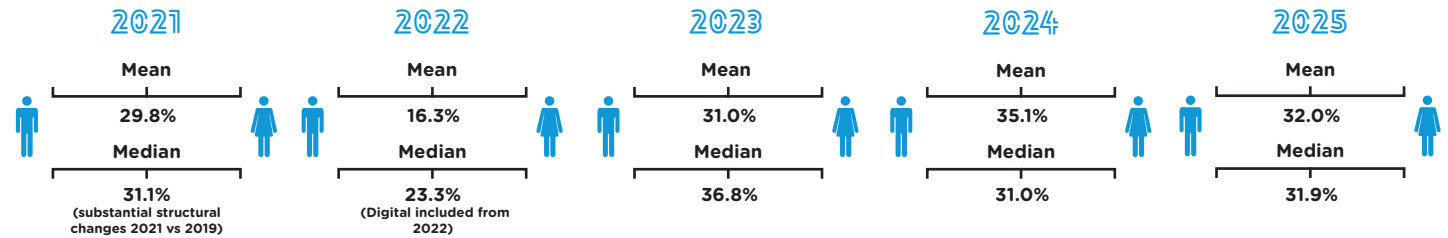


# SAINT-GOBAIN LIMITED

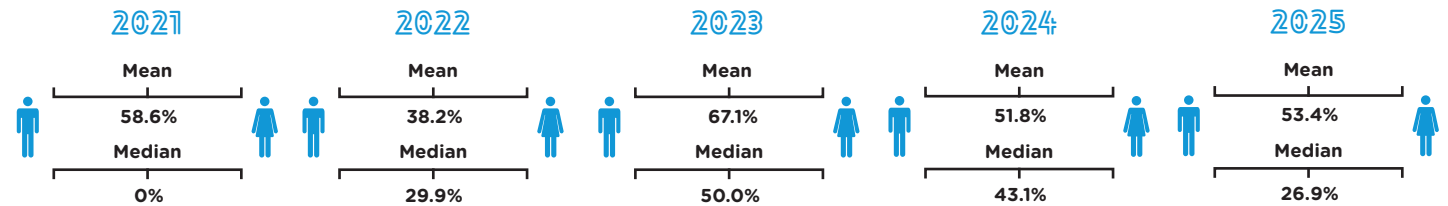
360 colleagues<sup>1</sup>



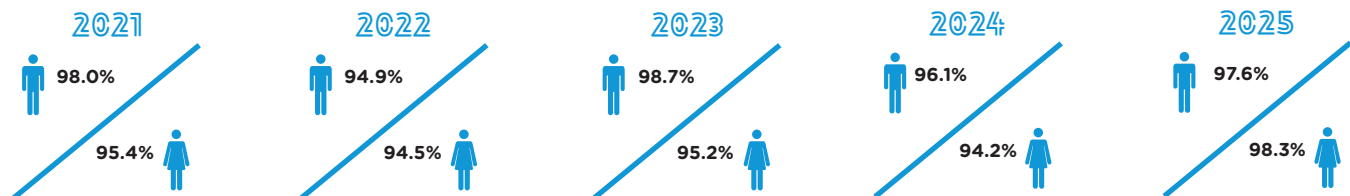
## GENDER PAY GAP



## BONUS PAY GAP



## % RECEIVING BONUS



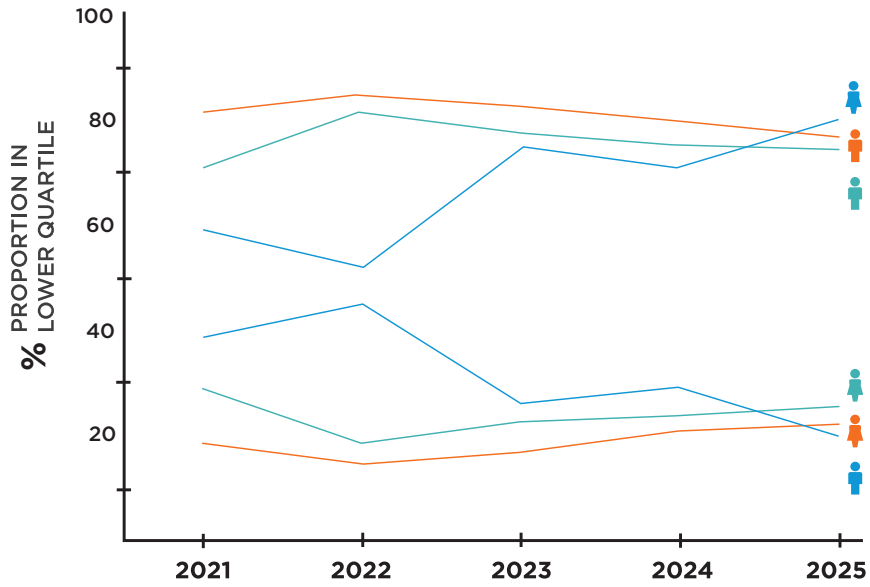
# PAY QUARTILES

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.

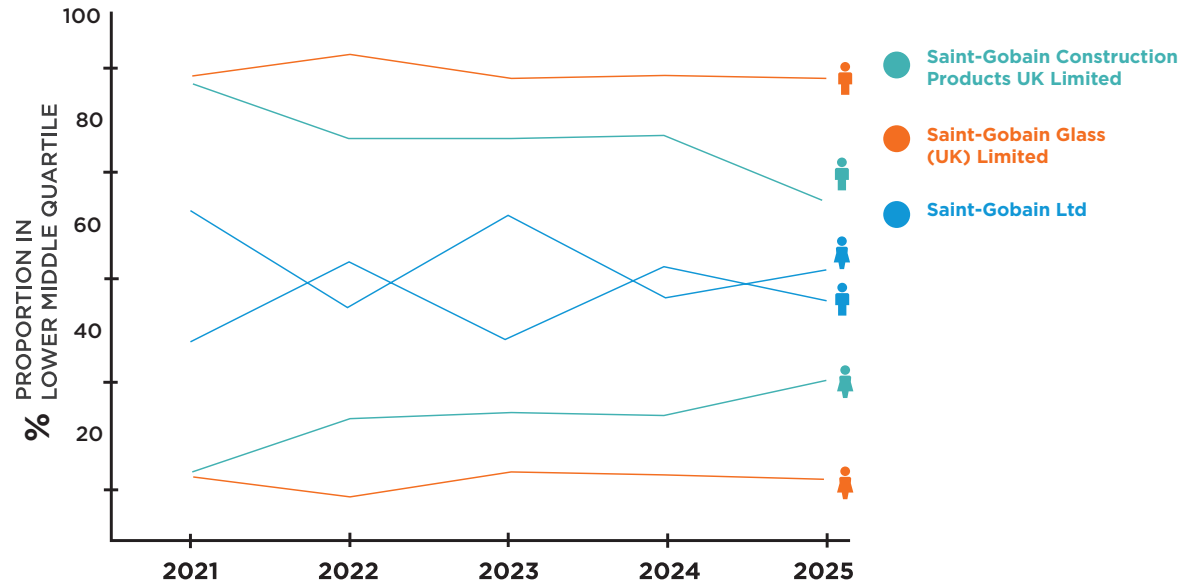
We continue however with our plans and are committed to the actions we need to take progressively to make inroads into this issue.

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.

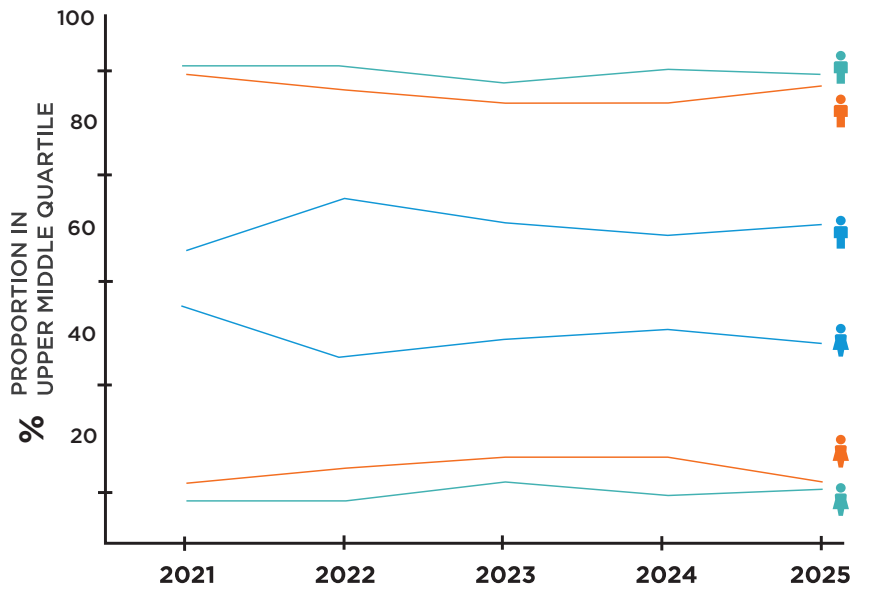




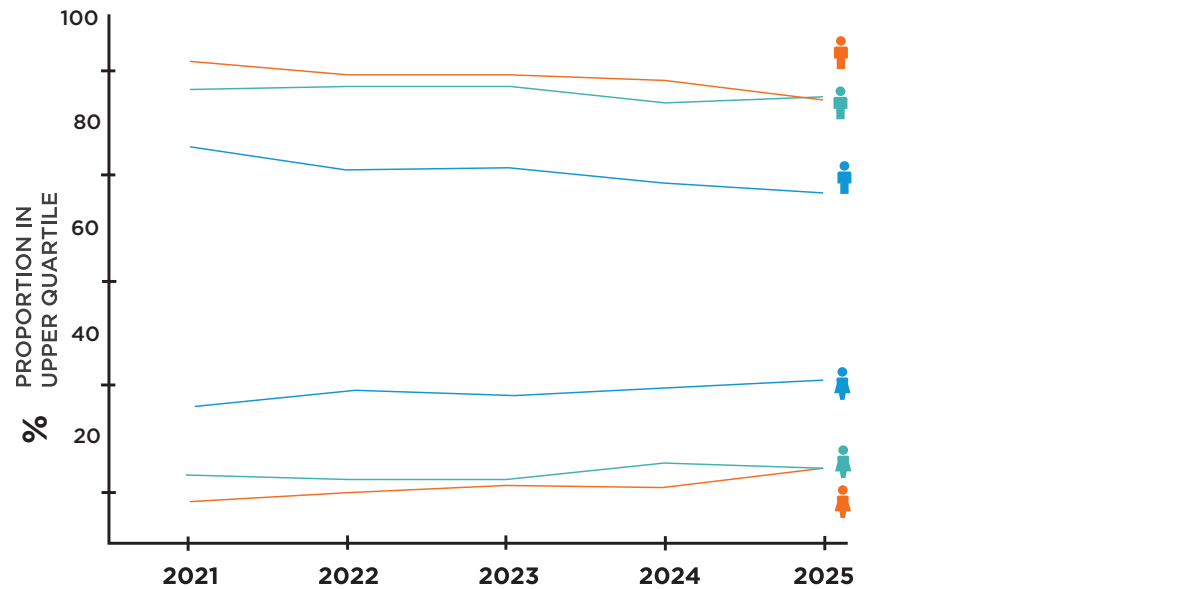
Gender pay gap - Female % per quartile - Saint-Gobain Ltd / Male % per quartile - Saint-Gobain Ltd



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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