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# UK PAY GAP REPORT 2025



# A MESSAGE FROM HANNAH LISBY

At Holcim UK we know that having people with different views and perspectives will help us achieve more as a company and make this a more enjoyable place to be.

So we're creating a place that welcomes everyone, no matter what makes them individual, and we commit to valuing people for the impact they make. Because this is important to us, we've put it at the heart of our new company strategy, with 'people' being the first of our values.

Whilst we're pleased to have greater gender diversity than typical companies in our industry, we want to be even better. So we've set ourselves stretching goals to become even more inclusive and to have more female leaders.

Our five point plan will be key to helping us achieve this, as we:

- ▶ **Develop our Affinity groups**, to bring colleagues with similar backgrounds or interests together to help create a vibrant and welcoming environment.
- ▶ **Assess high performing, similar companies**, to help us continue to shape and improve our culture and ways of working.

- ▶ **Continue with our zero tolerance approach** to inappropriate behaviour or actions such as discrimination, bullying, harassment or victimisation.
- ▶ **Using data, to inform, plan and track action plans** that have a meaningful impact on our colleagues' experience.
- ▶ **Improve our gender balance** by focusing on and creating an environment that helps us attract and retain great female candidates.

In this report, we're pleased to share the progress we're making to welcoming a more diverse range of colleagues to Holcim UK, as well as the impact we've made to reducing both our gender and ethnicity pay gaps.



**HANNAH LISBY**  
**PEOPLE DIRECTOR**



# ABOUT THE GENDER PAY GAP

The gender pay gap is the measure of the difference in the average pay of men and women across an organisation, regardless of specific job roles.

Please note that employees receiving less than full pay (for example from, sick pay, or maternity pay) on the snapshot date of 5 April 2024 were excluded from these calculations.

Gender pay gap reporting focuses on four main areas:

## 01

**Hourly pay gap**  
(mean and median)

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## 02

**Bonus pay gap**  
(mean and median)

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## 03

**Proportion of men and women receiving bonus pay**

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## 04

**Proportion of men and women in different pay quartiles**

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### MEDIAN PAY GAP

Imagine a picture where all our female employees stood next to each other in one line in order of lowest hourly pay to highest and imagine the same picture where all our male employees did the same. The median gender pay gap is the difference in pay between the female employee in the middle of their line and the male employee in the middle of their line.



### MEAN PAY GAP

The other measure is the mean gender pay gap, which shows the difference in average hourly rate of pay between men and women. This is also affected by the different numbers of men and women in different roles.



# PAY STATISTICS APRIL 2024

## HOURLY PAY GAP

Median

**10.81%**

2023 figure: 12.3%

Mean

**7.97%**

2023 figure: 8.54%

## BONUS PAY GAP

Median

**28.76%**

2023 figure: 31.14%

Mean

**19.10%**

2023 figure: 14.42%





## PERCENTAGE WHO RECEIVED BONUS PAY

Male

**72.28%**

2023 figure: 79.84%

Female

**86.18%**

2023 figure: 87.13%

## PAY QUANTILES

**UPPER**

Male

**80.80%**

2023 figure: 81.90%

Female

**19.20%**

2023 figure: 18.10%

**UPPER MIDDLE**

Male

**86.00%**

2023 figure: 86.50%

Female

**14.00%**

2023 figure: 13.50%

**LOWER MIDDLE**

Male

**81.20%**

2023 figure: 78.60%

Female

**18.80%**

2023 figure: 21.40%

**LOWER**

Male

**72.90%**

2023 figure: 73.80%

Female

**27.10%**

2023 figure: 26.20%

# GENDER PAY VERSUS EQUAL PAY

The gender pay gap is not an indicator of equal pay, it is a snapshot of the difference between the average hourly pay levels of all women compared to all men, irrespective of their role or level in the organisation.

This is distinct from equal pay, which looks at individual pay levels and ensures that men and women are paid the same for carrying out the same work, or work of equal value.



## WHY DOES HOLCIM UK HAVE A GENDER PAY GAP?

The biggest contributor to our gender pay gap continues to be that we have a higher proportion of men in senior roles.

As a result, more of our higher paid colleagues are male, as they make up a much bigger proportion of management teams and senior operational positions. Many of our female employees work in administrative and operational roles that occupy the lower half of our pay quartiles.

# ETHNICITY PAY GAP

Although not a legal requirement, Holcim UK assesses how the average pay of employees from ethnic minority backgrounds compares to that of white employees.

One challenge in this analysis is incomplete ethnicity data, as some acquired businesses did not previously collect this information, and some employees choose not to disclose their ethnicity.

Holcim UK is encouraging employees to share this data to improve the robustness of its analysis. Initial findings indicate that employees from ethnic minority backgrounds are often clustered in middle management roles.

Strategy 2030 aims to build a strong employer brand to attract diverse talent across all levels of the organisation. While current data suggests a 'negative' pay gap—indicating higher average pay among ethnic minority employees, there is more work to be done.

Holcim UK remains committed to addressing diversity and inclusion challenges within the organisation and working with others across the Construction Industry. The next few pages demonstrate the ongoing actions.



## ETHNICITY HOURLY PAY GAP

Median

**-3.66%**

2023 figure: -8.33%

Mean

**-0.29%**

2023 figure: -7.66%

## ETHNICITY BONUS PAY GAP

Median

**-38.22%**

2023 figure: -35.86%

Mean

**-11.70%**

2023 figure: 6.07%

## PERCENTAGE WHO RECEIVED BONUS PAY

White

**77.22%**

2023 figure: 84.45%

Minority Ethnic Group

**70.81%**

2023 figure: 80.83%





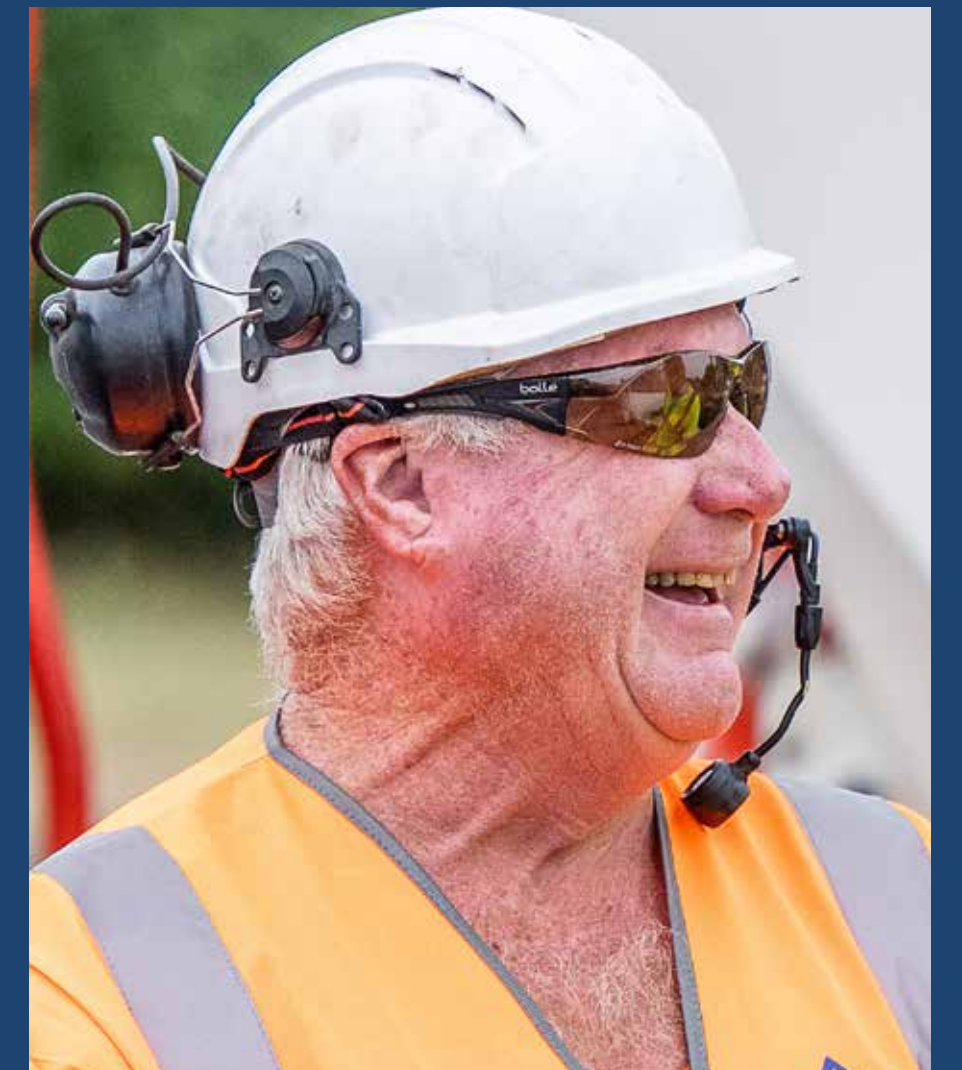


## PAY QUANTILES

UPPER	White	<b>94.50%</b> 2023 figure: 95.40%	Minority Ethnic Group	<b>5.50%</b> 2023 figure: 4.60%
	White	<b>95.40%</b> 2023 figure: 96.40%	Minority Ethnic Group	<b>4.60%</b> 2023 figure: 3.60%
UPPER MIDDLE	White	<b>96.70%</b> 2023 figure: 96.70%	Minority Ethnic Group	<b>3.30%</b> 2023 figure: 3.30%
	White	<b>96.20%</b> 2023 figure: 96.50%	Minority Ethnic Group	<b>3.80%</b> 2023 figure: 3.50%

# COMMITMENT TO INCLUSION

Holcim UK integrates Equality, Diversity, and Inclusion (ED&I) into every aspect of its operations. The company aims to create a culture where employees feel valued and can bring their authentic selves to work. The Holcim UK strategy, launched in Q4 2024, reinforces this commitment, recognising that ED&I is essential for navigating fast-moving markets and increasing global complexity. A diverse workforce enhances skill sets and fosters innovation.

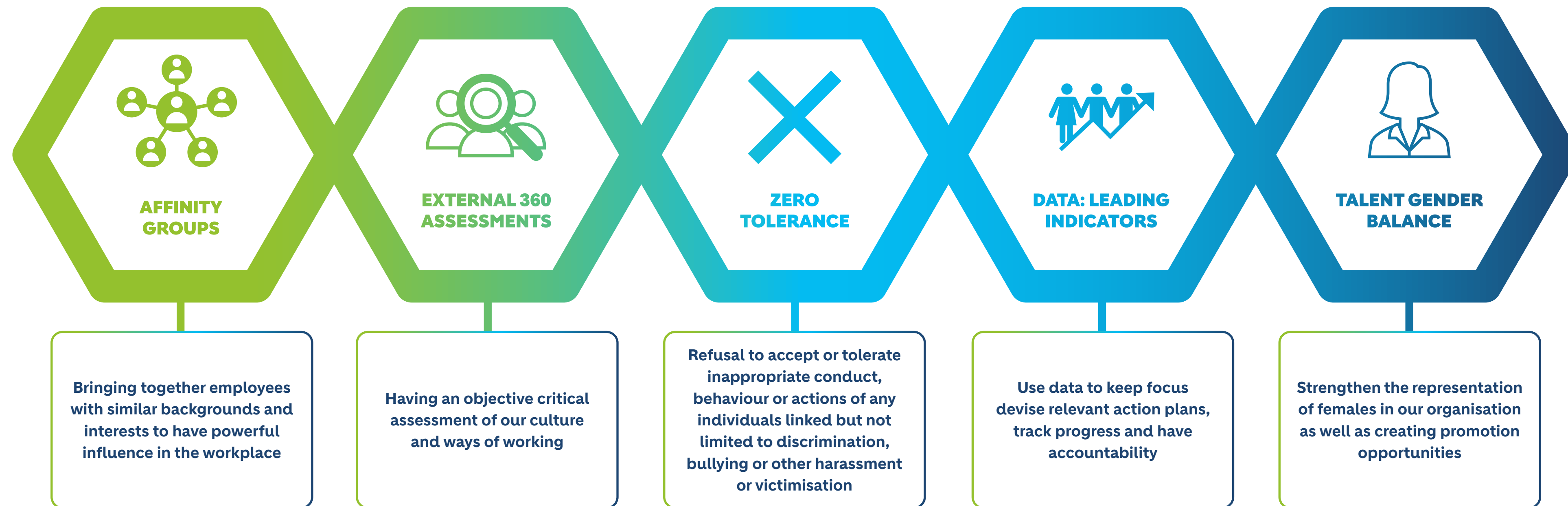


# PRACTICE THE FIVE POINT ED&I PLAN

Holcim UK continue its five point plan, now in its third year. Each component of the five-point plan is championed by an Executive Committee member, ensuring accountability and ownership.

In addition to our leadership and strategy, a growing number of colleague-led network groups play a crucial role in fostering an inclusive culture. These established network groups empower our colleagues by providing a platform for them to voice their perspectives and drive positive change. These groups also serve as a community for like-minded individuals and allies who champion diverse perspectives.

United in their commitment, our employee-driven networks work diligently to make a positive impact. Sponsored and supported by our People Director, these networks offer a space for our people to share their insights, influencing decision-making for the better. Collectively, they strive to raise awareness, drive change, and shed light on the challenges our people may encounter in their day-to-day lives, both within and outside the workplace.



# OUR SIX AFFINITY NETWORKS

Holcim UK has six affinity networks led by employees. These networks aim to:

- ▶ Empower underrepresented groups
- ▶ Educate employees about diversity
- ▶ Engage the workforce to remove barriers and create opportunities

## KEY INITIATIVES

- ▶ International Women's Day Celebrations
- ▶ Pride Month Participation & Support for Leicester Pride
- ▶ Personal Brand Training
- ▶ Career Fair Attendance
- ▶ Female Mentoring Program
- ▶ 'I Am' Campaign (Internal Awareness Initiative)

- ▶ Menopause Network (via the Healthy You Program)
- ▶ Carers Leave Policy Implementation
- ▶ External Recognition and Assessments
- ▶ Bronze Inclusive Employer Accreditation
- ▶ Armed Forces Covenant Award (Ministry of Defence)
- ▶ Member of Employers Initiative Against Domestic Abuse
- ▶ Top 50 Most Inclusive Employers (National Centre of Diversity)
- ▶ Recognised as a Disability Confident Employer

Here are our Affinity Groups:

### DISABILITY

Creating a workplace where individuals with disabilities can thrive and contribute their unique talents.

### THE MULTICULTURAL SOCIETY

Celebrating the richness of our diverse workforce and promoting understanding and respect across cultures.

### AGE EQUALITY, MORE THAN JUST A NUMBER

Recognising the value of experience and fostering a workplace where individuals of all ages can contribute and grow.

### HIGH VIZ, INCREASING VISIBILITY OF THE LGBTQ+ COMMUNITY

Promoting inclusivity and visibility for LGBTQ+ employees, creating a safe and welcoming environment for all.

### WOMEN EMPOWERED

Supporting and empowering women in the workplace, fostering their professional growth and leadership opportunities.

### VETERANS & FAMILIES AFFINITY NETWORK

Providing support and resources for veterans and their families, recognising their unique experiences and contributions.

**AT HOLCIM, WE ARE ALL INCLUSIVE.**



### 360 ASSESSMENT

- ▶ Bronze Inclusive Employer Accreditation
- ▶ Armed Forces Covenant Award (Ministry of Defence)
- ▶ Member of Employers Initiative Against Domestic Abuse
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In 2024, Holcim UK launched quarterly pulse surveys to collect real-time employee feedback, enhancing annual surveys. These surveys have yielded increased participation, providing valuable insights from our employees to provide meaningful actions.



### ZERO TOLERANCE

Holcim UK continues to enhance its zero-tolerance policies through webinars hosted by Squires Patton Boggs, equipping managers with the tools to address workplace issues effectively via training.

Holcim UK will continue its journey to provide a diverse and inclusive workforce by:

- ▶ Creating and communicating a compelling employer brand to attract diverse talent to Holcim UK
- ▶ Develop line manager skill training to improve awareness and capability and in turn drive employee engagement
- ▶ Enhance visible leadership to anchor our desired culture
- ▶ Ensure all talent process reduce bias



### DATA: LEADING INDICATORS

Holcim UK is committed to improving the quality of its diversity data, with a strong focus on this initiative for 2025. Diversity metrics are being integrated into reporting capabilities, and communication efforts are ongoing.

#### Key Data Areas:

- ▶ Annual progress on ED&I targets shared company-wide
- ▶ Quarterly updates on zero-tolerance cases
- ▶ Quarterly hiring data reports (from application to hire)
- ▶ ED&I data shared with key clients, such as National Highways and Balfour Beatty
- ▶ Diversity targets set at the company level and cascaded within the business



### TALENT GENDER BALANCE

Holcim UK is committed to gender equity and has reinforced this through its Key Performance Indicators (KPIs). By 2030, the goal is to have 30% of senior positions occupied by women (currently at 23%). Efforts are focused on attracting and retaining female talent, particularly in apprenticeships and commercial roles.

#### Key Focus Areas:

- ▶ Enhanced Family Benefits (e.g., carers leave policy)
- ▶ Hiring Manager Training (to address unconscious bias)
- ▶ 'I Am' Campaign (to showcase workforce diversity)
- ▶ Female Mentoring Program

Holcim UK acknowledges the progress made but remains dedicated to driving cultural change and fostering a truly inclusive workforce.

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