



UK PAY GAP REPORT 2024

A MEMBER OF
 **HOLCIM**



AGGREGATE
INDUSTRIES

A MESSAGE FROM JAMES ROBERTS

We continue to focus on developing an effective Equality, Diversity and Inclusion (ED&I) strategy that supports our commitment to creating an inclusive workplace that allows all colleagues to thrive.

We were proud to be a finalist for the 2023 Construction News Awards for Visible Leadership in ED&I which reflected the ownership we see coming from our Leaders and Colleagues in embracing the many benefits of diversity.

This year's Pay Gap report gives the latest statistics on our Gender Pay Gap and now also provides insight into our Ethnicity Pay Gap, another important part of the picture as we track our progress on ED&I.

Alongside the latest statistics, we have provided an update on our five point plan for ED&I and I am pleased to report some great progress in engaging colleagues across the whole organisation.

This includes the great work being done by our affinity networks to give us new perspectives on how we operate in ways that nurture everyone's talents.

The Executive Committee is proud of our colleagues' openness to conversations about ED&I and for their help in helping drive the change needed to achieve our plan. As always, there is still lots more we need to do but we believe we have plans in place that will make a difference.



James Roberts
Human Resources 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 2023 were excluded from these calculations.

Gender pay gap reporting focuses on four main areas:

01

Hourly pay gap
(mean and median)

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.



02

Bonus pay gap
(mean and median)

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.



03

Proportion of men and women receiving bonus pay

04

Proportion of men and women in different pay quartiles

PAY STATISTICS APRIL 2023

HOURLY PAY GAP

Median

12.3%

2022 figure: 16.35%

Mean

8.54%

2022 figure: 12.66%

BONUS PAY GAP

Median

31.14%

2022 figure: 31.85%

Mean

14.42%

2022 figure: 25.76%





PERCENTAGE WHO RECEIVED BONUS PAY

Male

79.84%

2022 figure: 82.55%

Female

87.13%

2022 figure: 91.73%

PAY QUANTILES

	Male	Female
Upper	81.9% 2022 figure: 85.2%	18.1% 2022 figure: 14.8%
Upper Middle	86.5% 2022 figure: 87.5%	13.5% 2022 figure: 12.5%
Lower Middle	78.6% 2022 figure: 81.8%	21.4% 2022 figure: 18.2%
Lower	73.8% 2022 figure: 70.7%	26.2% 2022 figure: 29.3%

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 AGGREGATE INDUSTRIES 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, Aggregate Industries has assessed how the average pay of colleagues from ethnic minority backgrounds across our organisation compares to averages for our 'White' employees.

One issue affecting our data is that the data we hold on our employees' ethnicity is not as complete as that on gender. In some cases, we have acquired businesses that did not capture this information or employees have chosen not to disclose their ethnicity.

We plan to address this and encourage our colleagues to share this data with us so that we have a more robust basis for understanding the ethnic make-up of our workforce and have more confidence in any pay data we analyse.

The ethnicity pay gap based on the data we do hold is shown below. You will note that most of the reported gaps are 'negative' meaning average pay is actually higher amongst the ethnic minority population compared to the averages of white colleagues.

This does not mean we believe that we do not have challenges to address. Firstly, as stated above, our data set is not complete, and we do not know the ethnicity of a significant proportion (c25%) of colleagues.

Also, there is a recognised lack of diversity at senior levels. A key objective of our ED&I strategy is to create an organisation that attracts people from all backgrounds and gives them the opportunities to thrive and achieve their full potential and this report describes recent activities to support this.

ETHNICITY HOURLY PAY GAP

Median

-8.33%

Mean

-7.66%

ETHNICITY BONUS PAY GAP

Median

-35.86%

Mean

6.07%

PERCENTAGE WHO RECEIVED BONUS PAY

White

84.45%

Minority Ethnic Group

80.83%





PAY QUANTILES

	White	Minority Ethnic Group
Upper	95.4%	4.6%
Upper Middle	96.4%	3.6%
Lower Middle	96.7%	3.3%
Lower	96.5%	3.5%

WE ARE AGGREGATE INDUSTRIES, WE ARE ALL INCLUSIVE



Aggregate Industries aspires to integrate Equality, Diversity, and Inclusion seamlessly into daily operations, not only within the organisation but also throughout the construction and infrastructure sector.

Our goal is to foster an inclusive culture across all our locations, allowing every colleague to bring their authentic selves to work every day.

While acknowledging the progress we've made, we recognise that our journey is ongoing, and there is more work ahead.

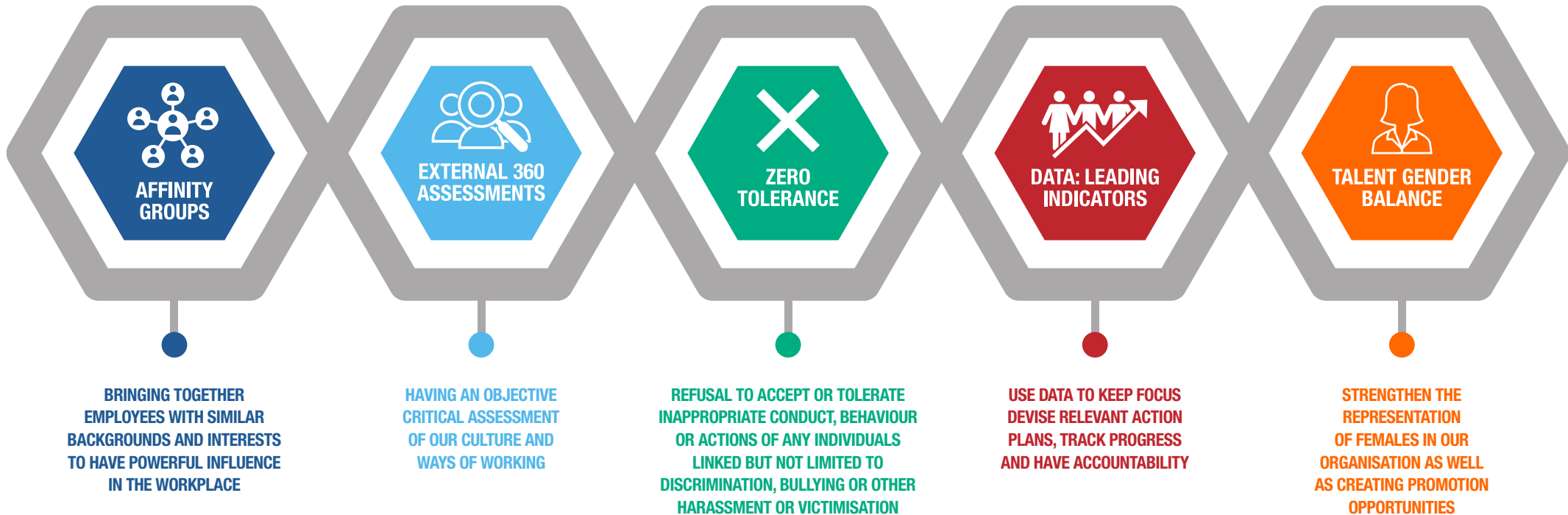
Our strategy reaffirms our steadfast commitment to advancing Equality, Diversity, and Inclusion in the coming years. The core of our ED&I strategy revolves around placing colleagues at the forefront. Each facet of our five-point plan is endorsed by an Executive Committee member, ensuring a sense of ownership within the business.



PRACTICE THE FIVE POINT ED&I PLAN

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 HR 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

We now have six affinity networks, all colleague led and colleague populated. These colleagues are the heartbeat of our strategy, sharing insight and knowledge which enables us to address core issues, remove barriers and provide opportunities.

Working directly with the Affinity networks the company has had some notable recent successes:

- Headline sponsor of Leicester Pride
- Been included in the Top 100 Veterans Employers
- Offered I am Remarkable Training to all
- Launched a female mentoring program
- Built relationships with Cadets

 <p>A.I.D.A. AGGREGATE INDUSTRIES DISABILITY AFFINITY</p>	 <p>A.I.M.S. AGGREGATE INDUSTRIES MULTICULTURAL SOCIETY</p>
 <p>AGE EQUALITY MORE THAN A NUMBER We Are Aggregate Industries, We are All Inclusive</p>	 <p>HIGH VIZ INCREASING VISIBILITY OF LGBTQ+</p>
 <p>WOMEN EMPOWERED "WE HAVE A VOICE"</p>	 <p>A.I.V.F.A. AGGREGATE INDUSTRIES VETERANS & FAMILIES AFFINITY NETWORK We Are Aggregate Industries, We are All Inclusive</p>



360 ASSESSMENT

Working with an external organisation, we successfully achieved the Investors in Diversity standard, this drove our 2023 action plan ensuring we prioritised activities based on colleague feedback.

Recognition received for our ED&I journey to date:

- Investors in Diversity
- Gold Award Armed Forces Covenant awarded by Ministry of Defence
- Member of Employers Initiative against Domestic Abuse
- Listed top 50 most inclusive employers by National Centre of Diversity
- Recognised as a Disability Confident Employer
- CIPD Finalist for Equality Diversity and Inclusion
- Finalist for Construction News Awards Visible Leadership in ED&I
- Categorised as transformational organisation in ED&I by National Highways



ZERO TOLERANCE

2023 has been a turning point in the Zero Tolerance pillar, we have made a considered drive to address culture and behaviours and as a result we have addressed long standing behaviours that are not acceptable. Through the proactive steps we have, and are continuing to take, colleagues feel the confidence to raise issues knowing that they will be dealt with sensitively and respectfully.

Specific action taken to date:

- Annual Zero Tolerance webinars hosted by Squires Patton Boggs where all people managers are invited to attend (700 managers trained to date)
- Specific training for investigating managers on how to deal with cases (140 manager trained)
- Targeted Toolbox Talks and animation videos
- Poster campaigns raising awareness and setting expectations
- Reporting to wider business Zero Tolerance case numbers
- Launch of ED&I E-Learning for all colleagues and new hires to the business



DATA: LEADING INDICATORS

Data has been a challenge and is an area where we are getting more mature both from a digital perspective but also with colleagues sharing sensitive data. We have a regular cadence of communication encouraging personal data to be shared and we have made improvements in our digital platforms which help with tracking. This year we have been able to report on data we have not been able to access previously and this is helping make a change, data is shared regularly with your HR Business Partners and can be reported at a local level as needed.

- Annual progress against ED&I targets are shared across the whole organisation
- Quarterly updates are provided to all on Zero Tolerance cases
- Quarterly updates are shared to the HR team on hiring data (application through to hire)
- ED&I data shared with key clients, National Highways and Balfour Beatty to support industry tracking



TALENT GENDER BALANCE

Having a strong focus on gender equity still forms a strong focus of our activities and ambition. We have slowly moved the dial and as of today we are 19% female. Sustained efforts have been made to attract and retain female talents within the business:

- Enhanced and progressive family benefits
- Hiring Manager training to address possible biases in recruitment
- Showcasing of our female colleagues through video and imagery
- Roll out of Female Driving Force and Women in Sales group initiatives
- Enabling every female colleague to have the opportunity to attend Jennifer Holloway 'How to stand out from the crowd and still be yourself' training, this has also been extended to all colleagues.



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Aggregate Industries UK Ltd, Bardon Hall,
Copt Oak Road, Markfield, Leicestershire, LE67 9PJ

Tel: 01530 816600

Fax: 01530 816694

Email: IMS@aggregate.com

Web: aggregate.com

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