



# Gender Pay Gap Report

2022

**Leviat<sup>®</sup>**  
A CRH COMPANY



Josie Welburn, UK Finance Director

*“Our people are our most important and valued asset. We want to be an employer of choice and believe that attracting, retaining and developing the best, most talented individuals, regardless of gender, is key to the future success of our business.”*

At Leviat, we are a dynamic, energetic business with unbeatable experience, strength and connections. A passionate collective of 3,000+ future-focused structural connections specialists with hundreds of years of experience between us.

We put people at the heart of our business, focusing on inclusion with a diverse team of visionaries, thinkers and doers. We embrace all perspectives, collaborating to make a positive impact. If we are inclusive, we are more connected, and if we are diverse, we are more creative.

Leviat is committed to fostering a culture that promotes inclusivity and equality of opportunity for all, within a respectful, supportive workplace that values the contribution that both women and men make.

We encourage career progression and endeavour to reward people fairly based on experience, behaviour and performance. These principles form the basis of our approach to reward.

UK gender pay gap reporting legislation requires businesses with 250 or more employees to publish annual calculations showing any pay gap between male and female employees against the following parameters:

- Gender pay gap (mean and median)
- Gender bonus gap (mean and median)
- Proportion of men and women receiving bonuses
- Proportion of men and women in each quartile of the organisation’s pay structure

This report refers to the annual calculations for Leviat Limited.

Traditionally the construction industry has consisted of a majority male workforce, and our business is no different. We will not wait for an industry-wide shift to effect change – we are acting now to attract and develop more women.

Our figures are comparable with the UK national average of 14.9%\* (mean), positively reflecting our continuing efforts to address gender pay differences.

At the time of this report, women represented 20.5% of our total employee population. The diversity of our workforce reflects wider issues within the manufacturing and engineering sector, regarding the representation and attraction of women, particularly into technical, operational and STEM (Science, Technology, Engineering and Maths) roles.

In order to deliver change, we will continue to work within our industry, with government and with other bodies to recruit and develop women within our sector and narrow gender pay differences. We will build on the work already initiated to support our teams through talent programmes, employee networks, succession planning and early careers.

In this report, we outline the steps we are taking to close this gap and create a more diverse workplace.

\*Office for National Statistics 2022

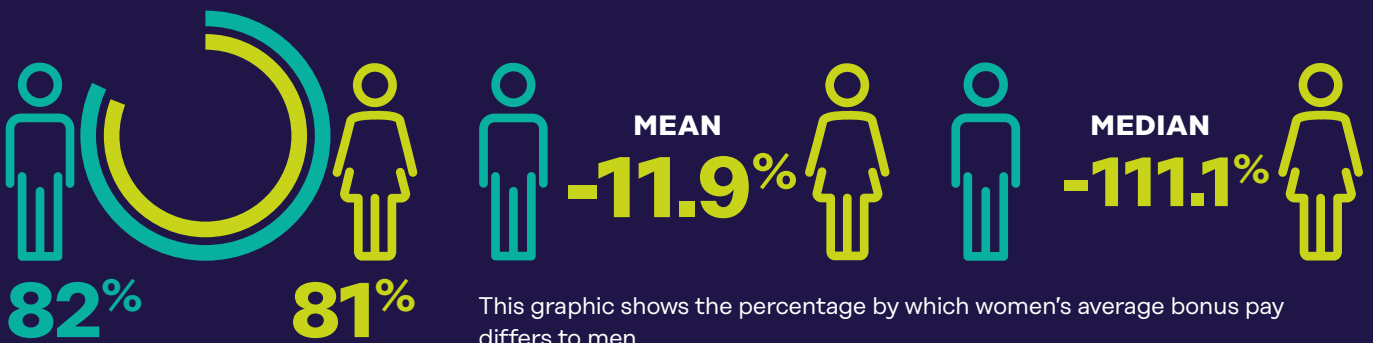
# OUR GENDER PAY STATISTICS

## HOURLY PAY



This graphic shows the percentage by which women's average hourly pay differs to men.

## BONUS PAYMENTS



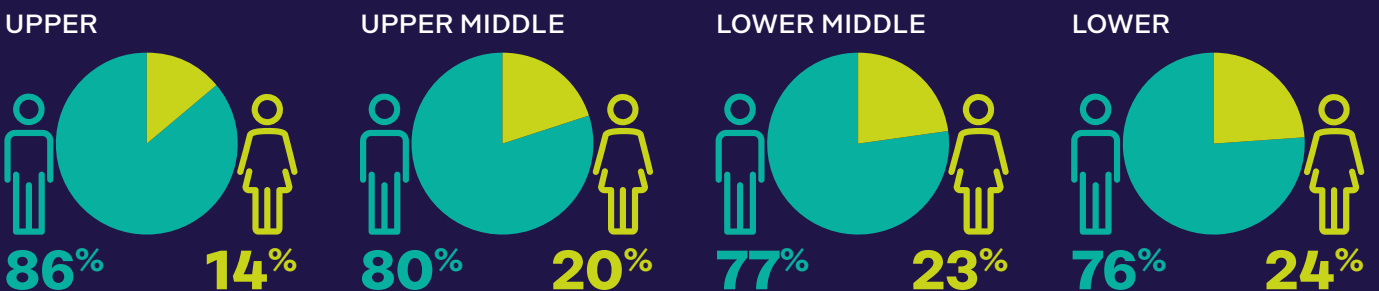
The proportion of men and women receiving a bonus.

This graphic shows the percentage by which women's average bonus pay differs to men.

The only employees not receiving a bonus payment in the year were those whose employment start date made them ineligible.

The higher mean bonuses for women reflects the fact that we have a large number of male employees, and relatively few female, in factory-based roles where bonus does not represent a significant proportion of total pay.

## PAY QUARTILES



These quartiles are calculated by splitting the entire workforce into four equal bands based on hourly pay from the highest (upper) to the lowest (lower). Here we show the percentage of men and women who sit in each band.

# BUILDING AN INCLUSIVE TEAM AT LEVIAT

We are committed to building an organisation where Inclusion & Diversity is a core value.

Where:



Talented people of all backgrounds are welcome:

**Differences are embraced**



Everyone has a fair and equal opportunity:

**To develop and progress**



Our working environment supports people:

**In being themselves and performing at their best**

Inclusion is leveraging the diversity in our workforce to achieve full participation and optimum performance; it empowers differences rather than suppressing them.

A culture that makes employees feel they belong - they feel safe, trusted and respected.

Diversity is all the ways in which we are similar and all the ways in which we differ. When we speak about diversity, we mean people of different backgrounds and people with different characteristics, including: age, disability, ethnicity or race, gender, religion and sexual orientation.

The Leviat Inclusion & Diversity (I&D) Council is made up of colleagues from locations across North America,

Europe and Asia Pacific, providing strategic direction, oversight and accountability to achieve a more inclusive and diverse culture.

Our I&D Council advocates for and promotes our I&D strategic priorities below:

- We demonstrate commitment to I&D
- Inclusion is a Core Leadership Capability
- Our workplace & culture are inclusive
- Our workforce reflects the communities in which we operate

## WHY IS THERE A GENDER PAY GAP?

### Men outnumber women in our business.

- There are 20.5% women and 79.5% men across the business. This result, and the extent of the difference, is not unique to Leviat and is indicative of the construction industry as a whole.
- Creating change of this scale takes time but we are not waiting for the industry to change. We are dedicated to creating the change we can effect, now.

### There are more men than women in senior positions.

- The business will continue to endeavour to attract more women to every level of the business, but it has been more challenging than anticipated to appoint more women into senior roles.
- 14% of employees in the highest pay quartile were women, compared to 86% men. This is the lowest proportion of women across the pay quartiles.

### Bonuses are awarded to employees as a % of pay.

- Women in the business receive a higher mean bonus than men. This is due to the large number of male employees, and relatively few females, in factory-based roles where bonus does not represent a significant proportion of total pay. The majority females are in office-based roles such as Sales, Finance, Marketing and Product Design where bonus applies to a greater extent.



## CASE STUDIES

### Ashleigh Madden Team Leader, Structural Connections

Moving to the UK from Texas has been one of the biggest challenges in my life so far. I graduated in 2016 with a Bachelor of Arts in Electronic Media Communications from Texas Tech University and began my professional career in the commercial industry as a Sales Administrator for one of the largest air conditioning manufacturers in the United States.

Already having strong communication skills, I was able to build a commercial business foundation learning from some of the best in this industry and was quickly moving in an upwards trajectory for my career. After my wife encountered some major life and education changes, we moved to Sheffield in December 2018.

With no real industry for air conditioning in Europe and the UK, I wanted to find another business where my skills and background could be really effective and was proud to interview with an engineering company in the world renowned "Steel City". It was a hard transition as it felt like starting back at the very beginning of a long relay race, but I was incredibly pleased to accept an offer as a Sales Administrator in the Structural Connections division. I have now been with Leviat for three and a

half years and in that time have progressed to Team Leader of our Structural Connections division. This is an achievement I am extremely proud of, especially with not having prior knowledge of the construction industry until I started with Leviat.

I am passionate about developing and working with individuals, in order to build strong teams that drive the business forward through effective collaboration, innovation and customer focus. Leviat has provided a number of coaching and development programmes, allowing me to grow as a leader, to be my most effective in my role and shape the future of my career while also developing my team members.

I am proud to be a local champion as part of Leviat's Inclusivity and Diversity council. One of our aims is helping to drive the direction of the business in a more positive way for women, just one part of the global initiative.

Leviat has provided an environment where opportunity is available for those who are passionate and want to develop, to help shape the future of this company and the engineering and construction industries.



## Lisa Wilkinson Press Operator

I am responsible for cropping bars of steel and bending brackets for our masonry support products. This involves the manual handling and processing of steel, working on a range of different machines to carry out these processes. With so many products, every day is different!

I have worked for Leviat, and its predecessor Ancon Limited, at the site in Sheffield for 33 years. The culture here is easy-going, relaxed and fair, where all our ideas for improvement are welcomed, and if they are used, you are rewarded for your contribution through a voucher of your choice.

Since joining the company, I have taken training courses in a wide range of topics, I have successfully completed training in: Working at Heights, obtained a crane license, carrying out 5S audits, becoming a fire warden, and on using our laser cutting machine.

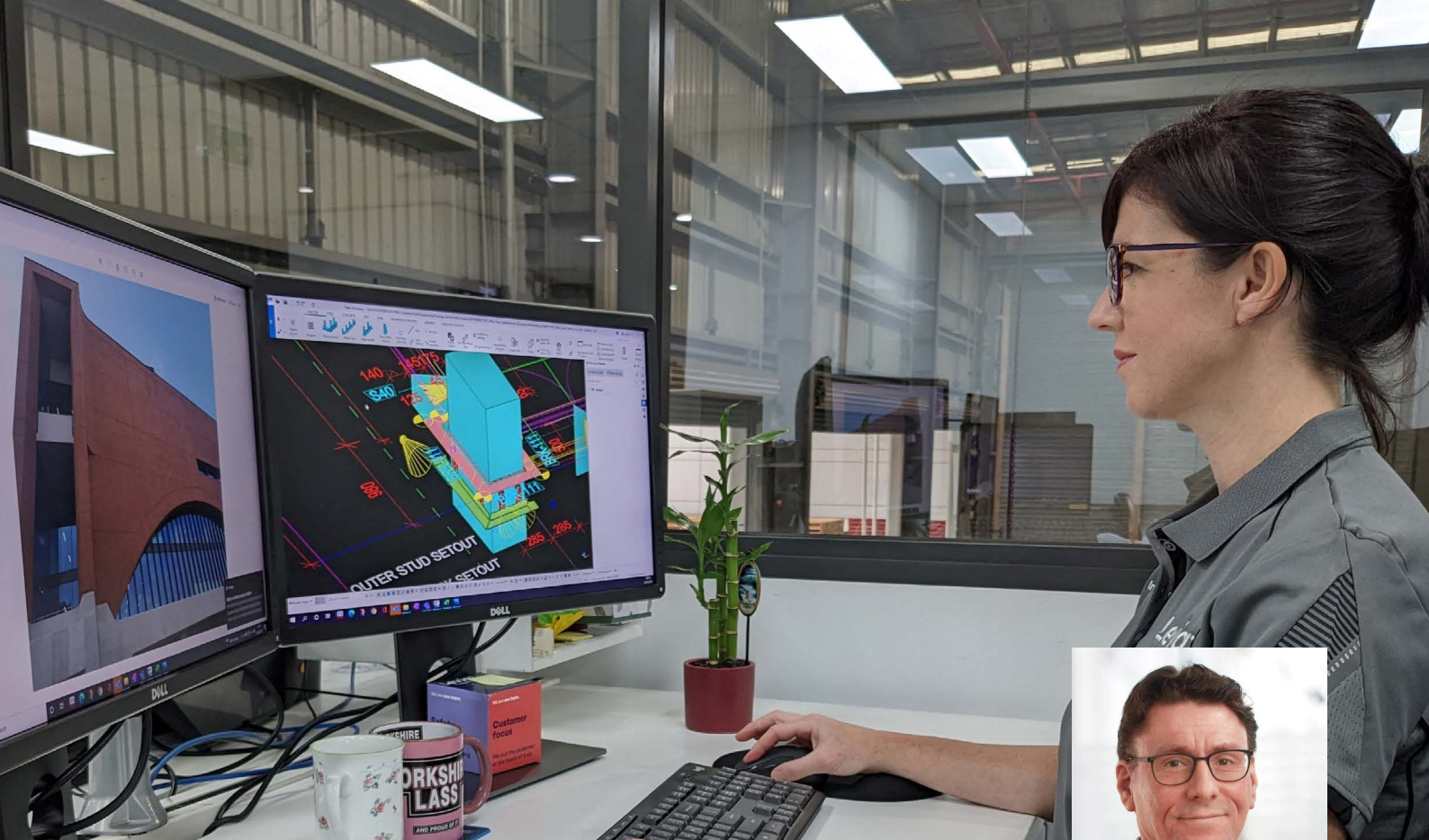
I have also successfully completed a 12 week Business Improvement techniques (BITS) NVQ course, funded by Leviat. This covered all aspects of both Health & Safety and manufacturing processes, and has allowed me to not only optimise how I operate our equipment

but also have more knowledge of the general business environment.

We are always made aware of opportunities for development, such as training on new equipment or processes. These can result in us receiving higher pay rewards, which are equal for both men and women.

Health and Safety has improved enormously across the industry since I started in 1990 and at Leviat, Health and Safety is the main priority for the management team. They genuinely care for the well-being of employees. In addition, there are local H&S committees, where employees have their say. I am proud to say I am involved with our Sheffield committee.

Many of the people I work with have also been employed by the company for many years. We know each other really well and socialise together outside of work. This makes coming to work even more enjoyable. Flexible working is encouraged and has allowed me to, after so many years, to drop down to 4 days a week, so I can now enjoy a better work-life balance.



Rune Magnusson

## SUMMARY & CLOSE

The majority of the differences in gender pay across our business can in the main be explained by the fact that we currently have significantly fewer female than male employees. At the time of this report, women represented 20.5% of our total employee population. This is reflective of the challenges with diversity overall within the construction and engineering industries.

Our mean gender pay gap is 5.5% and our median gender pay gap is higher at 9.9%. Both of these results are close to the reported UK mean and median. Women in our business receive a mean of 11.9% more than men in bonus due to their range of job roles, where the bonus represents a more significant proportion of their pay in comparison to factory-based roles.

We believe the future success and sustainability of Leviat is through having a diverse and inclusive workforce representative of society, which is why our company values and our gender diversity strategy focus upon building complementary and diverse teams.

We are as committed as ever to creating a welcoming and inclusive environment where everyone can thrive

and have outstanding careers. We are doing more to promote our existing flexible and agile working culture, ensuring that we encourage a family-friendly work environment.

We are engaging with industry and public bodies to improve perceptions of the manufacturing and engineering industry and encourage potential employees - both men and women - to view our sector as an aspirational career choice, particularly in technical, operational, and STEM (Science, Technology, Engineering and Maths) roles.

We can confirm that the gender pay gap data contained in this report is accurate and in line with government requirements.

Rune Magnusson,  
Managing Director, Europe West & APAC

The content of this report is accurate and in line with government reporting requirements.

Tel: +44 (0) 114 275 5224 | Email: [info.uk@leviat.com](mailto:info.uk@leviat.com) | Web: [Leviat.com](http://Leviat.com)