



Gender Pay Gap Report

2023

Leviat[®]
A CRH COMPANY



Shelley McGuckin
Head of HR, Europe West & APAC

“We want to empower and enable our people through progressive and inclusive talent management, positioning Leviat as an employer of choice. A company where our people can own where their ambition can take them, through the support of our global 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 show a lower pay gap than the UK national average of 14.3%* (median gross hourly earnings excluding overtime), positively reflecting our continuing efforts to address gender pay differences.

At the time of this report, women represented 19% 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 2023

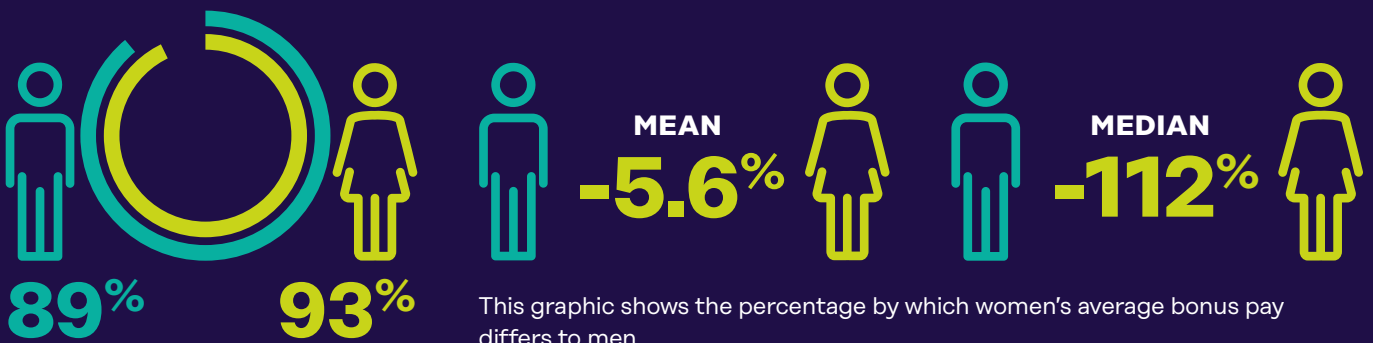
OUR GENDER PAY STATISTICS

HOURLY PAY



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

BONUS PAYMENTS



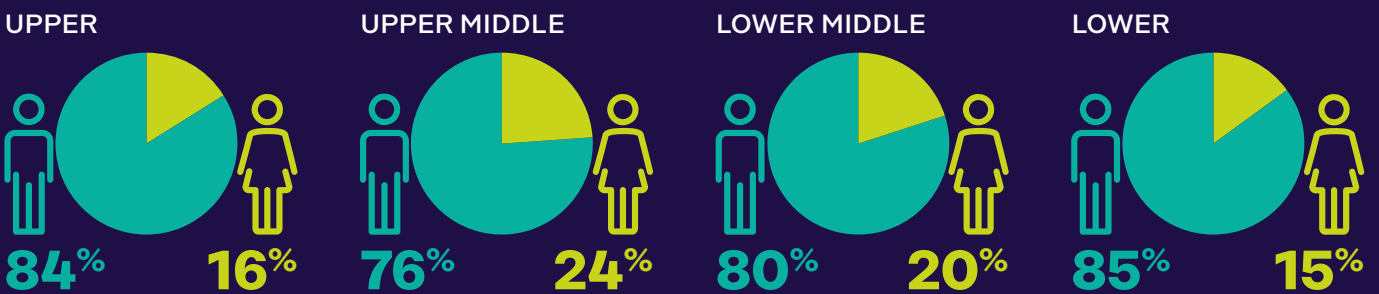
This graphic shows the percentage by which women's average bonus pay differs to men.

The proportion of men and women receiving a bonus.

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 19% women and 81% 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.
- There is an increase in the number of women in the Upper and Upper Middle quartiles within the business.
- 16% of employees in the highest pay quartile were women, compared to 84% men. This is the second lowest proportion of women, after the Lower Quartile, across all 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

Alex Halpin UK Commercial Manager for Masonry

My journey with Leviat began in September 2001 when I joined as an Internal Sales representative for our Builders Merchant Division. Over the years, I have progressed to become the Team Leader for our UK Masonry Division and now hold the position of Commercial Manager for Masonry in the UK.

As part of my role, I manage a team of 26 people who are all involved in pre-sales, internal sales, and order processing. This requires me to oversee commercial activity whilst engaging with both internal and external stakeholders of the business.

During my 23 years at Leviat, I am grateful to have been supported through a number of training courses, including an NVQ in Customer Service, Sigma Green Belt training for process improvement, and currently, a Master's Degree in Business Administration. These courses have been instrumental in my personal growth, professional development and career progression.

I have really enjoyed the wealth of opportunities that come with being part of a global business. Some of these opportunities have allowed me to travel to places such as Dublin, Paris, Switzerland and Amsterdam for various business management meetings, Internal Development Programs, and to meet with the wider Leviat and CRH network.

Thanks to the support of my company, I have been able to successfully balance my professional aspirations with my personal life. The provision of paid maternity leave and flexible working hours has enabled me to perform my role as a manager without compromising on my family responsibilities.

It has been wonderful to see the industry change over the years. An increasing number of female colleagues have expanded our knowledge and expertise in all areas, from technical design to production, and Leviat has taken great pleasure in encouraging and being a part of this positive change.



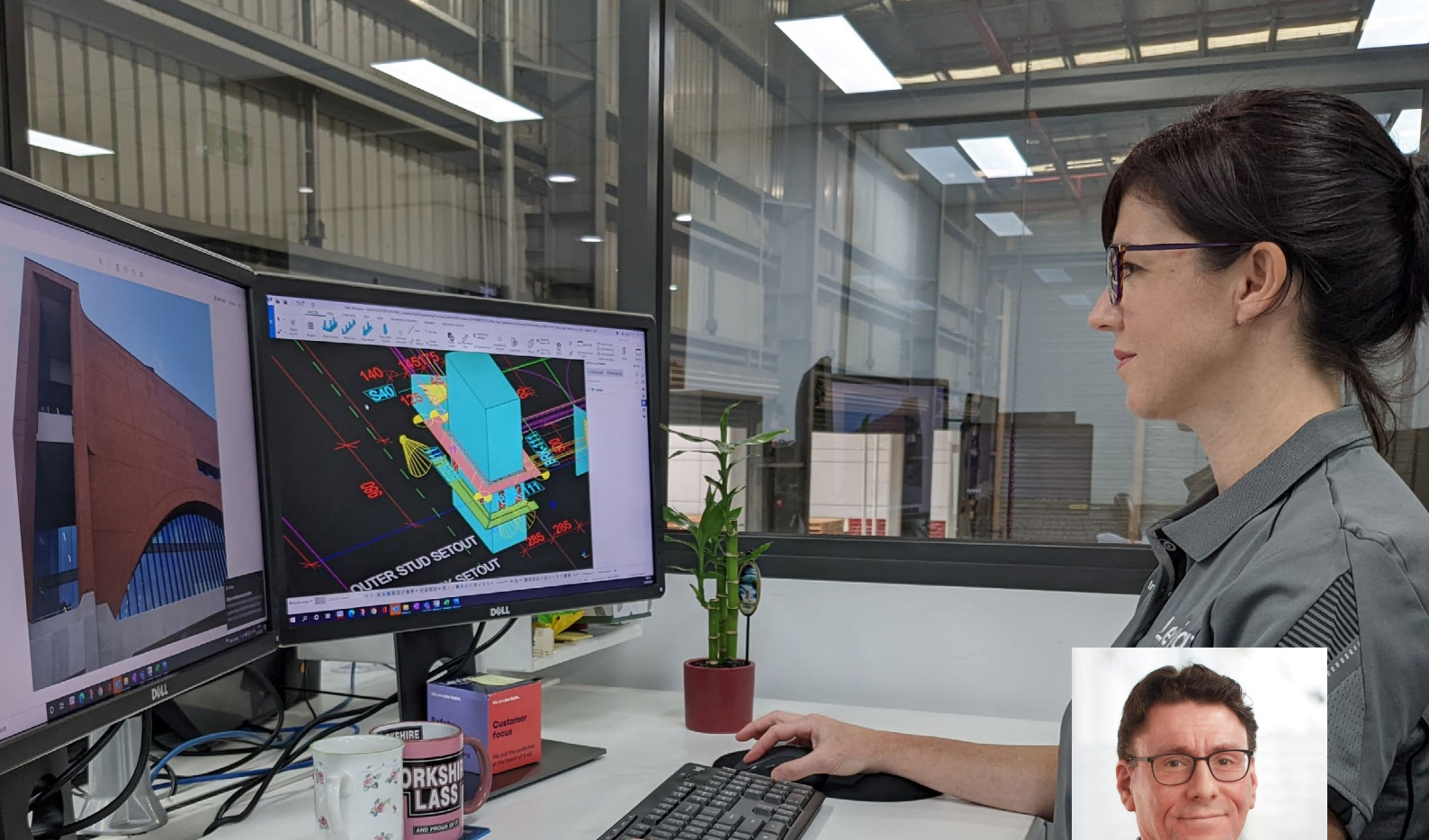
Laura Aston-Bowes UK Marketing Manager

I started with the business in 2004 as Marketing Assistant. Straight out of University, I developed my business and marketing knowledge in this role and later progressed to Marketing Executive where I had the opportunity to take an ILM course. Part of my role involved coordinating marketing activities for Switzerland and France, I therefore took part in a Business French course provided by the business.

In 2014, I started a family and after maternity leave, returned to work part-time. I am very appreciative for the support I received at this time, flexible working hours enabled me to dedicate the much needed time

to raising my children whilst continuing to develop my experience and skills for my future career.

In 2020, I was promoted to Senior Marketing Executive responsible for delivering campaigns across multiple product brands for the UK, Australia and New Zealand. Three years on and I am now UK Marketing Manager and lead a team of four. Despite the Construction Industry being male-dominated, I am proud to say that the majority of my team members are women and I hope to play an integral part in developing their careers here at Leviat.



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 19% 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 0.7% and our median gender pay gap is -4%. Both of these results are lower than the UK mean and median. Women in our business receive a mean of 5.6% 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.

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