

UK Gender Pay Gap Report 2025



At Breedon, we are committed to creating an inclusive workplace that reflects the communities in which we operate.

This year's results, based on pay gap figures calculated using employees' basic pay as of April 2025, show strong foundations and clear progress, particularly in the increased representation of women in senior leadership roles.

We are continuing to build momentum through our family friendly policies and improved use of data, with a focus on areas where representation remains lower, such as operational roles. Senior female leaders are championing this work by mentoring colleagues and developing our women's network.

During the year, we welcomed 56 new apprentices (14% women), bringing fresh thinking and energy into the business. We will continue to grow these entry routes and leadership pathways, helping to create a more balanced workforce at every level.

Our mean and median gender pay gap is -3.3%, meaning that, on average, women earn slightly more than men. This reflects the structure of our current workforce. Attracting women into construction remains a challenge, but representation is improving. While men remain more represented in senior positions, the proportion of women in the upper pay quartile has risen from 16.2% in 2024 to 17.1% this year.

Our focus and commitments

We are committed to driving equity and diversity through clear, measurable actions. Our multi generational workforce is supported through training, listening sessions and reverse mentoring, helping colleagues learn from one another.

To further support progression, the Breedon Women's Network provides mentoring, connection and career development opportunities. We are also strengthening relationships with education partners and local communities to promote construction as a rewarding, inclusive career choice and encourage more women to join our industry.

We are proud of the progress made, while recognising there is more to do. Through continued focus, better use of data and strong support from senior leaders, we remain committed to building a more inclusive workplace for all.

I confirm that the data and information presented in this statement are accurate and meet the requirements of the UK Equality Act 2010.



Caroline Roberts
Group People Director
Breedon Group plc



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continued

Gender pay gap explained

The gender pay gap statement provides an overview of the organisation's workforce by measuring the difference in average hourly earnings between male and female colleagues.

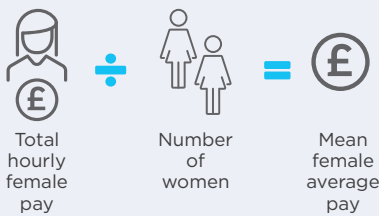
This assessment considers both male and female pay using a consistent methodology, ensuring that comparisons are made on a like-for-like basis.

The gender pay gap figures presented are calculated using employees' basic pay as of April 2025.



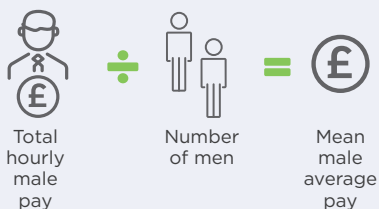
Calculating the mean:

The **mean** gender pay gap is calculated by adding up all average hourly salaries and dividing them by the number of employees. The resulting gap is the percentage difference between the average hourly pay figures for women and men.



%

The mean gap is the percentage difference between the two figures



Calculating the median:

The **median** gender pay gap is calculated by separately ranking the hourly pay for women and men from lowest to highest and comparing the average hourly pay for the middle male and female employee. The resulting gap is the percentage difference between the mid-points in male and female hourly pay.

Median female average hourly pay



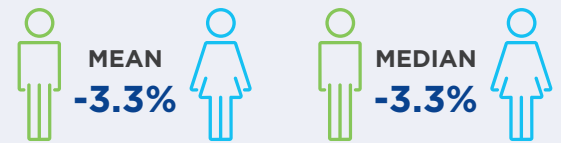
The median gap is the percentage difference between the two figures



Median male average hourly pay

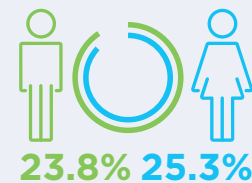
Our statistics

HOURLY PAY

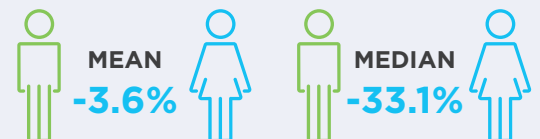


The difference between women's average hourly pay compared to men

BONUS PAYMENTS

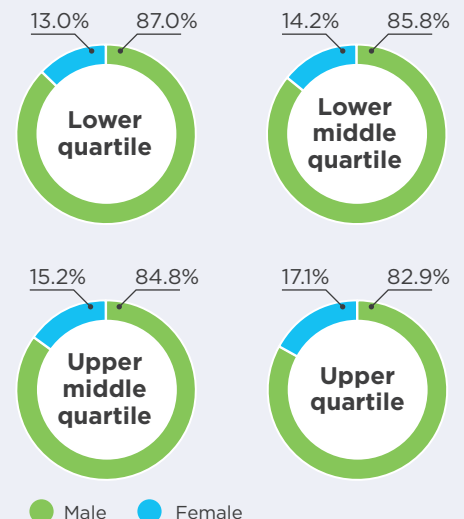


Men and women getting a bonus



The difference between women's average bonus pay compared to men

Pay quartiles



Quartiles are calculated by splitting an entire workforce into four equal bands based on hourly pay, from the highest (upper) to the lowest (lower). We show the percentage of men and women sitting in each band.

