

Breedon continued to expand in 2019 through a combination of organic growth and acquisitions, welcoming a number of new colleagues to the Group. Even as the Group grows, we remain committed to full transparency on gender pay and to maintaining an equitable, diverse and inclusive workplace. We also continue to offer a fair benefits and compensation package to colleagues relative to their role and level in the organisation.

### Pay differential between men and women

The mean average hourly pay of men at Breedon in 2019 was 4.7% higher than that of women, down from the 5.0% reported in 2018.

The gap remained broadly unchanged due to the previously reported fact that the Group has more men in senior, higher-paid roles, or in roles which benefit from shift allowances and other allowances for on-site working – in line with industry norms. Our acquired businesses have had similar profiles.

By contrast, men at the median received 4.0% less than women, a sharp fall from 2018 when men received 0.6% more.

#### Gap narrowed between men's and women's mean average pay

Our record compares well with the UK's National Gender Pay Gap, which shows men receiving on average 17.3% higher pay (*source: ONS 2019*).

### Proportion of colleagues awarded bonuses

The Group elected to provide bonuses to a reduced population compared to earlier years. Eligibility was primarily linked to seniority, which resulted in 36.5% of all employees receiving a bonus, compared to 96% in 2018. 23.6% of females received a bonus, compared to 38.4% of men.

#### Gender gap for bonuses reduced

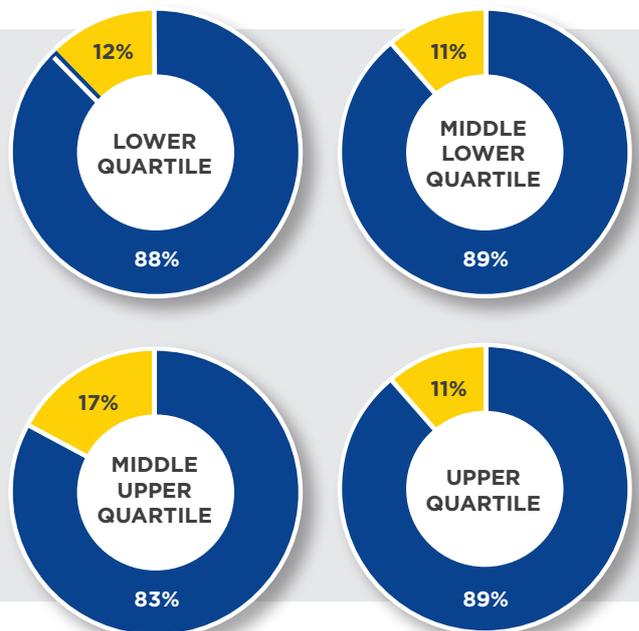
The median bonus was £1,860 for females and £1,690 for males.

The mean bonus payment increased, while the gender gap for bonuses reduced, men receiving a 106.8% higher bonus, compared to 127.6% in 2018.

### Pay quartiles across all employees

The Group's overall headcount increased in 2019, with each quartile containing 581 employees, compared to 537 in the prior year.

The Group is committed to increasing the number of women in the business through the recruitment of both senior managers and apprentices.



I confirm that the data reported is accurate.



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