

# Gender pay gap report 2018





Hanson has continued its commitment to being a fair, respectful and inclusive organisation.

We remain confident that we have equal pay, however we do acknowledge that we have a gender pay gap. The main reasons for this are that we have fewer women in senior positions and in the operational production roles that attract weekly bonuses and shift premiums.

We recognised in our last gender pay gap report that we had made steps to improve our gender balance and diversity but that this would take time to achieve, and we continue to recognise this. We are working hard to improve our position and to ensure that everyone who works for us, and with us, feels respected and included regardless of gender, or any other characteristic.

I confirm the gender pay gap data contained in this report for Hanson Quarry Products Europe Limited and Castle Cement Limited is accurate and has been produced in accordance with the guidance on managing gender pay development by the Arbitration and Conciliation Service (ACAS).

**Simon Willis**  
chief executive officer, Hanson UK

## Hanson UK gender pay gap report

The regulations require all companies with 250 or more employees on 5 April 2018 to publish details of their gender pay and bonus gaps. Within Hanson UK there are two employing entities required to publish this data and their

information is on [page six](#).

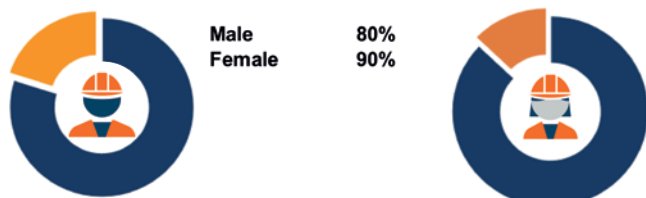
We have also chosen to publish the consolidated data from both businesses, in table one, as we believe this is more meaningful. The pay and bonus figures shown are the mean (average) and the median (middle number) of payroll data taken on 5 April 2018.

TABLE 1

### Hanson UK gender pay gap

	Mean	Median
Gender pay gap	16.5 %	23.6 %
Gender bonus gap	60.5 %	55.9 %

### Proportion who receive a bonus



### Proportion of employees in pay quartiles

Pay Quartile	Male	Female
Upper	92.3 %	7.7 %
Upper Middle	90.1 %	9.9 %
Lower Middle	86.1 %	13.9 %
Lower	71.8 %	28.2 %

The gender pay gap is the difference in the average pay and bonuses of all men and women across an organisation. Whilst we are confident we have equal pay for work of equal value, we do have a gender pay gap when we compare the overall average pay and bonuses for men and women. This is due to the unequal distribution of men and women across the company, not as a result of our pay practices.

### Equal pay

Hanson is committed to equal pay for equal work. We use Hay job evaluation methodology to objectively grade our staff roles and this underpins our pay structure and practices. On a biannual basis we review salaries to ensure equal pay, and as part of the annual performance and compensation review, we check for any unconscious gender bias. We also complete a gender skew audit as part of our annual salary review.

### The gap does remain...

As recognised in our previous report, the mineral products industry continues to be male-dominated. This is reflected within Hanson where 84% of our employees are male, though this

is an improvement on last year.

The gender pay gap is driven by the fact that we have more men in middle and senior management roles.

This is impacted further due to there being significantly fewer women in operational roles – only 3% are occupied by women. These jobs come with weekly production bonuses that can make up a significant proportion of overall take-home pay, which is different to non-operational, similar level roles that attract annual flat sum bonuses based on company performance.

*Hanson provides valuable opportunities to all employees and I have benefited from the LEAD apprenticeship programme and the vast pool of knowledge that our personnel provide – together they have helped me become a technical production manager after only a few years. Ours is an industry where anyone can thrive if they have the enthusiasm and drive to develop themselves.*

**Emily Burrige**  
a technical production manager



Throughout 2018, Hanson has continued to work toward addressing the gender balance and to remove the gender pay gap. This has included delivering on several key areas from our Fairness, Inclusion and Respect (FIR) initiative.

This commitment covers a number of areas but in 2018 the focus has been primarily on:

- Leadership
- Attraction, recruitment and development

- Targets and measurement

### Leadership

- We have continued to have executive sponsorship for the FIR agenda and regularly hold meetings of the FIR committee, which is made up of senior managers from across all business areas
- We remain corporate members of Women in Science and Engineering (WISE), who work with us to support our objectives.



- We have identified a number of ways to educate leaders on the importance of diverse teams and are looking at approaches to improve managers' awareness of unconscious bias.

“  
There are so many opportunities at Hanson and it would be great to see more women join the industry. I have met so many inspiring people here and I am glad to be adding value to the company.  
”

**Toni Porter**  
a district sales manager



*Building careers... the Hanson team at the STEM Women event in Bristol for students and graduates*

### Attraction, recruitment and development

- The in-house recruitment team were given the target of ensuring half of all interview shortlists included female candidates. They ended the year on 49%, which surpassed the Women's Business Council target of 30%.
- As part of our graduate and apprenticeship recruitment, we trained all assessors to be aware of unconscious bias when interviewing.
- Female applicants for the September 2019 graduate and apprenticeship intake have increased, and more than 50% of our graduate offers have been made to women.
- The industry's STEM (science, technology, engineering and maths) ambassador programme, Inspiring Futures, continued throughout the year with increased visits to schools and colleges to promote Hanson and career opportunities. The initiative aims to engage pupils, students and teachers by showcasing the importance of STEM subjects and how they link to industry roles. During their training, ambassadors are urged to encourage women to apply for our apprenticeship and graduate programmes.
- Hanson attended the STEM Women event in Bristol to help increase awareness of the opportunities in the industry.



*After joining 12 years ago as an IT project manager, any initial concerns I may have had around progressing in what has traditionally been a male-dominated industry were soon eradicated. I am now responsible for UK system development. Hanson is an ideal place to work for those with the drive to succeed regardless of gender.*

**Alex Lanfear**  
an IT Programme Manager



## Targets and measurement

- Both Hanson and parent company HeidelbergCement are open in their commitment to having at least 20% female appointments in senior and executive roles by 2025 (a 50% increase on 2018). In 2013, the figure was 9% and this has now risen to 11%.
- We will continually monitor the success of our attraction, recruitment and retention initiatives, and they are also reviewed by the executive team and the FIR committee.
- We completed the WISE 10 Steps self-assessment and will do this again in mid-2019 to track our progress and ensure we focus our efforts in the most key areas.

In 2018 we also achieved the following:

- Launched an online mentoring service across the business with half of all mentors being female.
- Reviewed and amended our maternity policy to offer full pay for 12 weeks. We also accepted 80% of our flexible working requests from both males and females.

- Supported our 47 STEM ambassadors to visit schools and colleges across the UK to promote the business and the industry, and to help build a recruitment pipeline for the future. A quarter of the ambassador team are female.
- Promoted awareness of International Women's Day via Twitter updates featuring stories from women within Hanson.

## Into the future

We remain committed to improving our position. In 2019 Hanson will continue to work on removing the gender pay gap by focusing on:

- **Recruitment** – our commitments remain unchanged with our dedicated in-house team working to ensure that 50% of all shortlists include female applicants. The team also represent Hanson at women in STEM and industry events, as well as apprentice and graduate recruitment days. They will also continue to work with hiring managers, ensure all processes are followed fairly and openly, and provide information on unconscious

bias and the impact this can have on recruitment.

- **Language and imagery** – our marketing and communication team, who are now represented on the FIR committee, are reviewing our internal and external 'image' for areas where we can better reflect our inclusive and diverse team.
- **Policy review** – HR and other key policies will be reviewed to align to our commitments, not only for FIR but also for employee well-being and as a reflection of our values.
- **Leadership education** – we will continue to work with WISE, and other supporting organisations, to develop tools and stage workshops to ensure leaders are aware of their responsibilities within our FIR commitment. We will continue to raise awareness and provide education on unconscious bias as well as offering support to any managers who may need it.
- **Monitoring and reporting** – this summer we will repeat the WISE 10 Steps self-



assessment and publish a detailed report showing what has been achieved along with future measures. We will continue to review our results at an executive level against the KPIs and targets we have set ourselves.

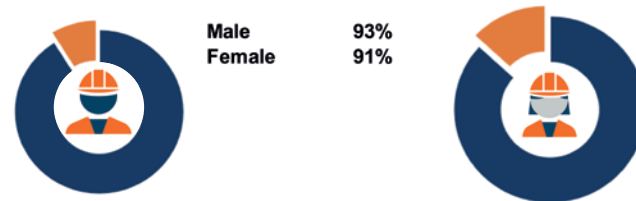
### Statutory disclosure

Hanson has several companies in the UK and together they employ more than 3,500 people. Only two companies, however, have 250 or more relevant employees as of 5 April 2018. While the consolidated Hanson outcomes are on [page three](#) of this report, the figures for these two businesses are in tables 2 and 3. The methodology used to produce the them is consistent with the 'ACAS managing gender pay gap reporting guidance' of March 2017. Calculations include regular UK employees as well as expatriates where the employment relationship suggests a strong connection to the UK. The pay and bonus figures shown are the mean (average) and the median (middle number) of payroll data taken on 5 April 2018.

TABLE 2

Hanson Quarry Products Europe Limited		
	Mean	Median
Gender pay gap	15.4 %	18.2 %
Gender bonus gap	66.0 %	77.9 %

Proportion who receive a bonus



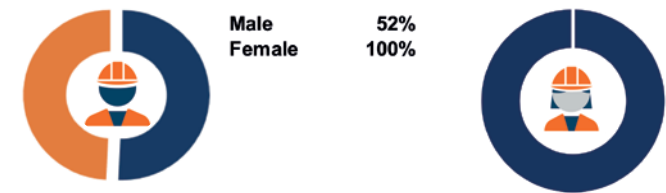
Proportion of employees in pay quartiles

Pay Quartile	Male	Female
Upper	86.8 %	13.2 %
Upper Middle	87.3 %	12.7 %
Lower Middle	78.2 %	21.8 %
Lower	70.9 %	29.1 %

TABLE 3

Castle Cement Limited		
	Mean	Median
Gender pay gap	5.5 %	27.2 %
Gender bonus gap	-63.0 %	55.4 %

Proportion who receive a bonus



Proportion of employees in pay quartiles

Pay Quartile	Male	Female
Upper	97.3 %	2.7 %
Upper Middle	100.0 %	0.0 %
Lower Middle	98.6 %	1.4 %
Lower	93.8 %	6.2 %

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