



GENDER PAY GAP REPORT

2021

Saint-Gobain UK & Ireland



A message from **Mike Chaldecott**

CEO Saint-Gobain UK & Ireland



We're pleased to share our latest Gender Pay Gap Report. This is the third report following the introduction in 2017 of Gender Pay Information Regulations and follows our reports in 2018 and 2019. Following the Covid-19 pandemic the Government suspended the requirement for Companies to report their data in 2020 (2019 data) and has since reintroduced this requirement for 2021 (2020 data).

Following this reintroduction we have decided to publish our Gender Pay Gap data for the years up to April 5th 2019, 2020 and 2021.

This report includes data for four of our legal entities all of whom meet the threshold for reporting which is to have more than 250 employees. These Companies are:

- Saint-Gobain Building Distribution Ltd
- Saint-Gobain Construction Products UK Ltd
- Saint-Gobain Glass (United Kingdom) Ltd
- Saint-Gobain Ltd

I hope you find the report easy to understand and clear; I encourage you to provide any feedback you may have about this report – you can do this via email at:

sgukinfo@saint-gobain.com.



Mike Chaldecott



ABOUT THIS REPORT

In accordance with the requirements of the Gender Pay Information Regulations 2017 this report provides information on the gender pay gap within our organisation.

Saint-Gobain in the UK is a large and complex organisation, employing more than 17,000 colleagues across 34 separate businesses. We have 4 legal entities with more than 250 employees, which is the Government's threshold for reporting gender pay gap data. To help you to follow the report easily we have provided the gender pay data in a consistent order with data presented starting with our largest entity (Saint-Gobain Building Distribution Ltd) to our smallest (Saint-Gobain Limited).

Information:

The gender pay gap is defined as the difference in the average pay between men and women.

¹**Gender Pay Gap data for the years up to April 5th 2019, 2020 and 2021.**

SAINT-GOBAIN BUILDING DISTRIBUTION LIMITED

Including the following businesses:

Jewson, Calders & Grandidge, CTD, Frazer, Gibbs & Dandy, Ideal Bathrooms, IDS, Minster, Jewson Civils, International Timber & Pasquill. This entity has in excess of 800 branches across the country.

11,722 colleagues¹



SAINT-GOBAIN CONSTRUCTION PRODUCTS UK LIMITED

Including the following businesses:

British Gypsum, Weber, Celotex, Saint-Gobain PAM, Formula and Ecophon – these businesses represent some of the most trusted and respected in the construction sector manufacturing plaster and plasterboard products, technical mortars and high performance insulation.

2,230 colleagues¹



SAINT-GOBAIN GLASS (UNITED KINGDOM) LIMITED

Including the following businesses and operations:

SGGUK manufactures flat coated and laminated glass. Glassolutions transforms and processes flat glass. Swisspacer manufacture warm edge spacer bars to insulate the edges of an energy efficient sealed glass unit.

635 colleagues¹



SAINT-GOBAIN LIMITED

Saint-Gobain Limited represents Saint-Gobain in the UK and Ireland and provides management services to the Saint-Gobain UK & Ireland businesses. It comprises Shared Service and Head Office functions including: Finance, IT, HR, Communications, Legal and other professional services

392 colleagues¹





OUR DATA

UNDERSTANDING OUR PAY GAP DATA

The gender pay gap measures the difference between average pay for men and women in relation to total men's pay across our organisation.

These are shown as a mean average, arrived at by adding up men's salaries and dividing this figure by the number of men in the organisation and doing the same for women.

The median average is arrived at by lining up all salaries in the organisation, from lowest to highest to find the salary right in the middle of that line. Once you have this you are able to calculate the difference between men's and women's median salaries.

The difference between the two is divided by total men's pay to give the percentage gender pay gap.

If an organisation shows a minus pay gap, this means that men's average pay is lower than women's. If the number is positive, then this means that men's average pay is higher than women's.

DIVERSITY & INCLUSION

Improving diversity is a significant area of focus for all our businesses and we recognise that having the most diverse organisation ensures we reflect the communities we serve, and have the widest range of views and ideas from the best talent available to us when we make decisions, innovate, design our services or provide complex solutions for our customers.

Since we published the last report we have not made meaningful progress in fulfilling our desire to become more diverse. We still have a great deal of progress to make. This year we have established a new WoMen's Network led by the Managing Director of one of businesses to help us drive forward progress faster. This group, which comprises over 150 founding members, is actively developing plans towards new targets we have established for female recruitment, female senior management and leadership and female succession. In addition to our WoMen's network we have also established a Diversity & Inclusion forum focussed on race and helping us to accelerate our attraction and development of women from different backgrounds.

Despite our insufficient progress we have a great deal to offer those who join us and our current colleagues. Our annual colleague surveys reveal a high level of recognition of our positive culture and values and a strong sense of pride from colleagues about working for Saint-Gobain. We have also been successful in retaining our Top Employer Status for eight consecutive years, a strong focus on personal development, safety and colleague wellbeing and a clear and compelling purpose to **Make the World a Better Home** and meet our decarbonisation targets.





OUR GENDER PAY PERFORMANCE

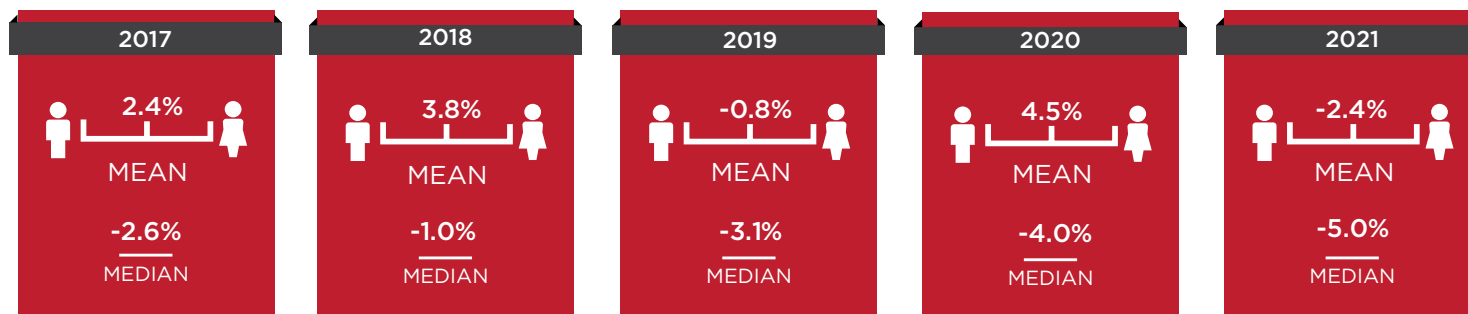
We recognise that we have not made any notable progress on our overall gender pay performance. The majority of our businesses continue to have a disproportionate number of men to women in senior roles, and many roles particularly in manufacturing and production where we are yet to make an impact on the gender mix of those who fulfil these important roles. These factors create a gender pay imbalance that can only be overcome by addressing the overall diversity of our business and in particular our management and leadership teams. Our new targets reflect this need.

Our 2020 data is unreflective of normal performance due to the COVID pandemic. As many as 75% of our colleagues were on furlough at periods when we were largely unable to trade, and under the Gender Pay Gap regulations we are obliged to exclude many of them from our 2020 calculations. As different roles and sites were impacted to different extremes, the group of colleagues included in the calculations is not representative of each business.

In Saint-Gobain Building Distribution Ltd there is no pay gap, with both 2019 and 2021 showing a negative pay gap in other entities, while in other entities the data shows a static picture. Saint-Gobain Ltd, our worst performing entity in 2019 and 2021 is a small business with a number of specialist teams and a lack of women in the senior team. As a small business with specialist, technical teams when opportunities present themselves to promote or recruit people we aim to improve the diversity of the business, while also ensuring we meet the necessary skills and expertise our business needs.

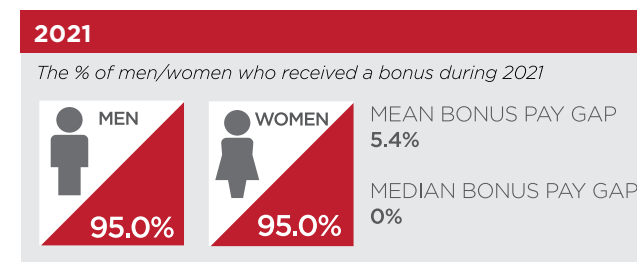
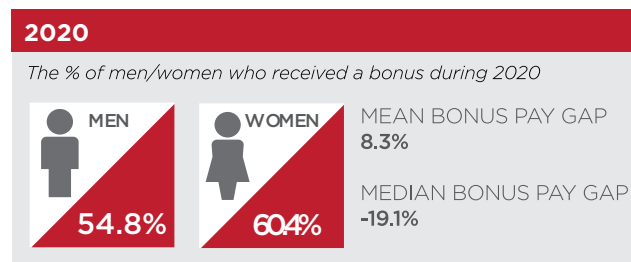
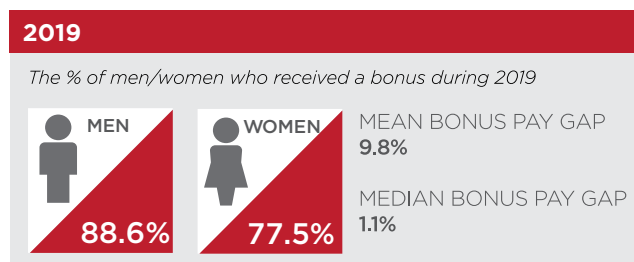
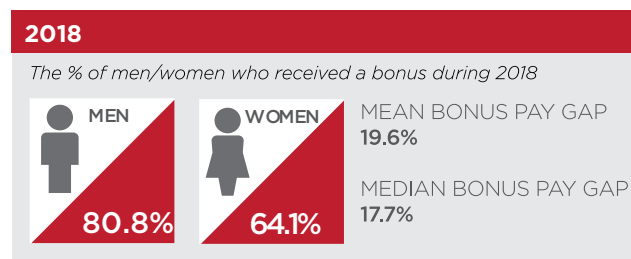
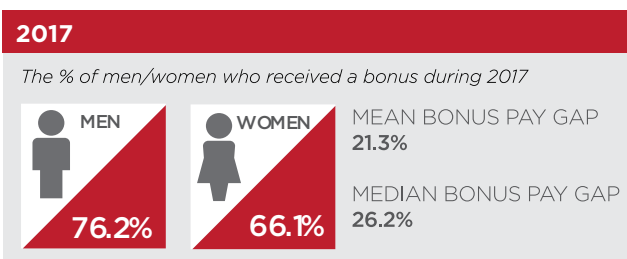
Compared to 2018, our last published results we have made progress to reduce the gap between the proportion of men and women receiving a bonus. This is particularly notable in our largest entity, Saint-Gobain Building Distribution Ltd where in 2021 95% of men and women received a bonus, compared to 76.2% of men and 66.1% of women in 2017. Across all our entities access to a bonus is more universal.

GENDER PAY GAP



Jewson Ltd included from 2019 onwards.









BONUS PAY GAP



















SAINT-GOBAIN BUILDING DISTRIBUTION LTD









PAY QUARTILES









These quartiles represent the pay rates from the lowest to the highest for our employees, split into four equal sized groups. The graphs show the percentage of men and women in each quartile.

2017		
PROPORTION IN LOWER QUARTILE	 15.6%	 84.4%
PROPORTION IN LOWER MIDDLE QUARTILE	 19.9%	 80.1%
PROPORTION IN UPPER MIDDLE QUARTILE	 19.9%	 80.1%
PROPORTION IN UPPER QUARTILE	 18.3%	 81.7%

2018		
PROPORTION IN LOWER QUARTILE	 18.2%	 81.8%
PROPORTION IN LOWER MIDDLE QUARTILE	 17.6%	 82.4%
PROPORTION IN UPPER MIDDLE QUARTILE	 19.1%	 80.9%
PROPORTION IN UPPER QUARTILE	 17.9%	 82.1%

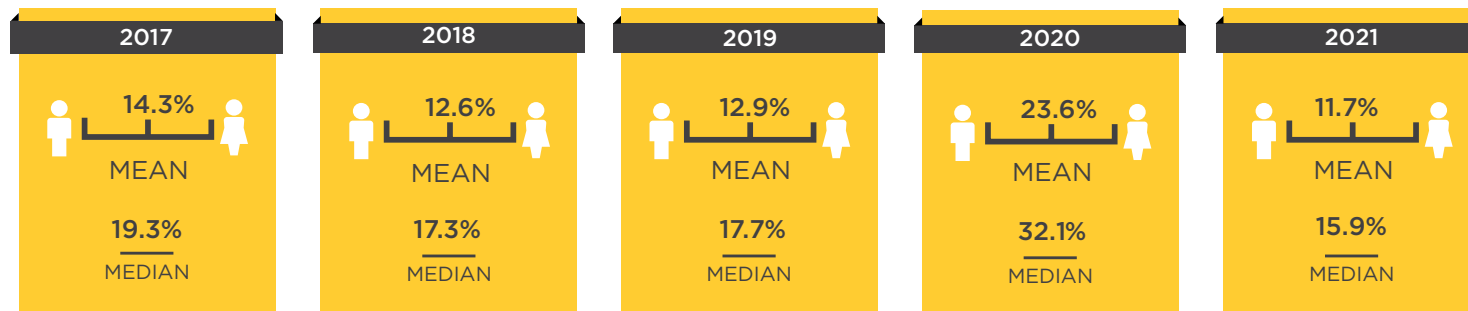
2019		
PROPORTION IN LOWER QUARTILE	 15.8%	 84.2%
PROPORTION IN LOWER MIDDLE QUARTILE	 16.6%	 83.4%
PROPORTION IN UPPER MIDDLE QUARTILE	 18.9%	 81.1%
PROPORTION IN UPPER QUARTILE	 18.4%	 81.6%

2020		
PROPORTION IN LOWER QUARTILE	 13.4%	 86.6%
PROPORTION IN LOWER MIDDLE QUARTILE	 21.2%	 78.8%
PROPORTION IN UPPER MIDDLE QUARTILE	 28.1%	 71.9%
PROPORTION IN UPPER QUARTILE	 19.0%	 81.0%

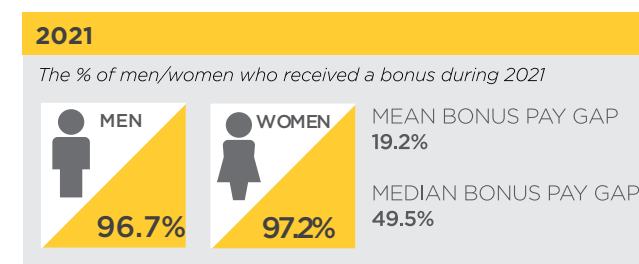
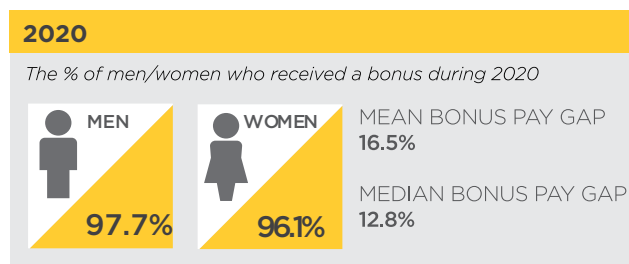
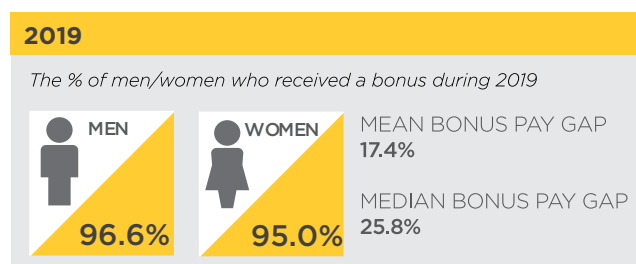
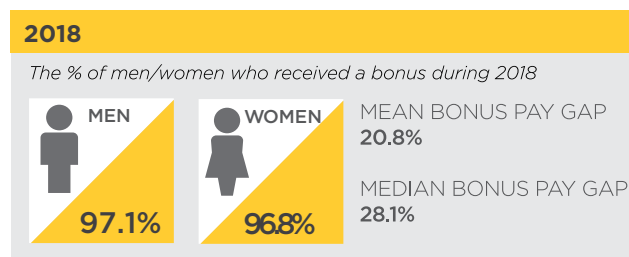
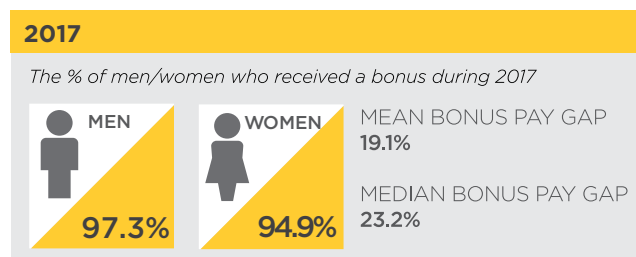
2021		
PROPORTION IN LOWER QUARTILE	 16.6%	 83.9%
PROPORTION IN LOWER MIDDLE QUARTILE	 13.8%	 86.2%
PROPORTION IN UPPER MIDDLE QUARTILE	 19.1%	 80.9%
PROPORTION IN UPPER QUARTILE	 18.4%	 81.6%



GENDER PAY GAP











BONUS PAY GAP



















SAINT-GOBAIN CONSTRUCTION PRODUCTS LTD









PAY QUARTILES









These quartiles represent the pay rates from the lowest to the highest for our employees, split into four equal sized groups. The graphs show the percentage of men and women in each quartile.

2017		
PROPORTION IN LOWER QUARTILE	 29.6%	 70.4%
PROPORTION IN LOWER MIDDLE QUARTILE	 13.7%	 86.3%
PROPORTION IN UPPER MIDDLE QUARTILE	 9.3%	 90.7%
PROPORTION IN UPPER QUARTILE	 11.1%	 88.9%

2018		
PROPORTION IN LOWER QUARTILE	 29.6%	 70.4%
PROPORTION IN LOWER MIDDLE QUARTILE	 13.8%	 86.2%
PROPORTION IN UPPER MIDDLE QUARTILE	 8.9%	 91.1%
PROPORTION IN UPPER QUARTILE	 13.6%	 86.4%

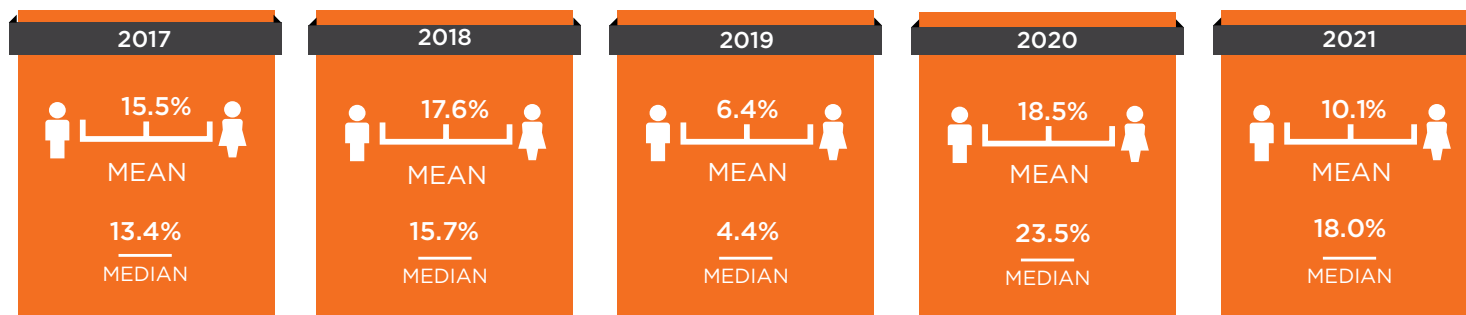
2019		
PROPORTION IN LOWER QUARTILE	 29.9%	 70.1%
PROPORTION IN LOWER MIDDLE QUARTILE	 16.0%	 84.0%
PROPORTION IN UPPER MIDDLE QUARTILE	 8.7%	 91.3%
PROPORTION IN UPPER QUARTILE	 12.9%	 87.1%

2020		
PROPORTION IN LOWER QUARTILE	 46.6%	 53.4%
PROPORTION IN LOWER MIDDLE QUARTILE	 17.4%	 82.6%
PROPORTION IN UPPER MIDDLE QUARTILE	 13.0%	 87.0%
PROPORTION IN UPPER QUARTILE	 16.1%	 83.9%

2021		
PROPORTION IN LOWER QUARTILE	 28.8%	 71.2%
PROPORTION IN LOWER MIDDLE QUARTILE	 13.2%	 86.8%
PROPORTION IN UPPER MIDDLE QUARTILE	 9.3%	 90.7%
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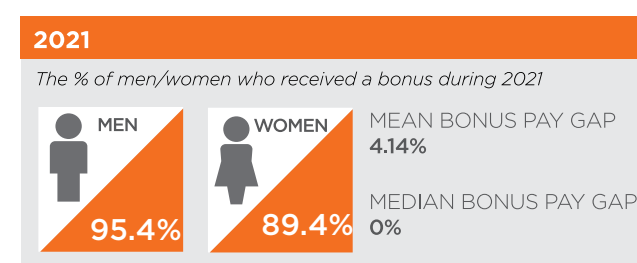
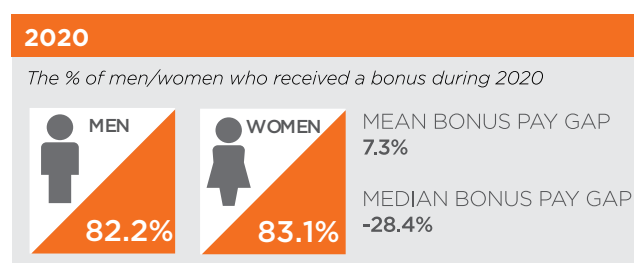
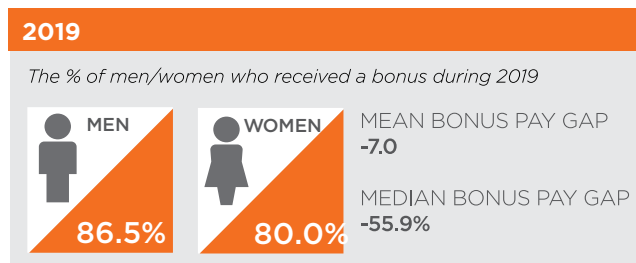
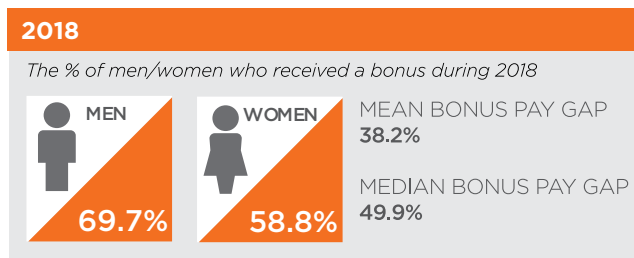
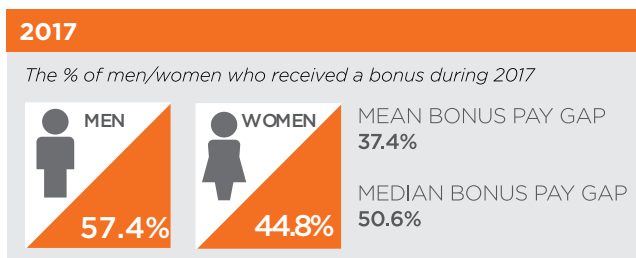


GENDER PAY GAP



Substantial divestments/closures 2019 vs 2018 and 2021 vs 2019.









BONUS PAY GAP



















SAINT-GOBAIN GLASS UK LTD









PAY QUARTILES









These quartiles represent the pay rates from the lowest to the highest for our employees, split into four equal sized groups. The graphs show the percentage of men and women in each quartile.

2017		
PROPORTION IN LOWER QUARTILE	 26.4%	 73.6%
PROPORTION IN LOWER MIDDLE QUARTILE	 15.4%	 84.6%
PROPORTION IN UPPER MIDDLE QUARTILE	 17.0%	 83.0%
PROPORTION IN UPPER QUARTILE	 9.6%	 90.4%

2018		
PROPORTION IN LOWER QUARTILE	 30.8%	 69.2%
PROPORTION IN LOWER MIDDLE QUARTILE	 16.5%	 83.5%
PROPORTION IN UPPER MIDDLE QUARTILE	 17.6%	 82.4%
PROPORTION IN UPPER QUARTILE	 10.3%	 89.7%

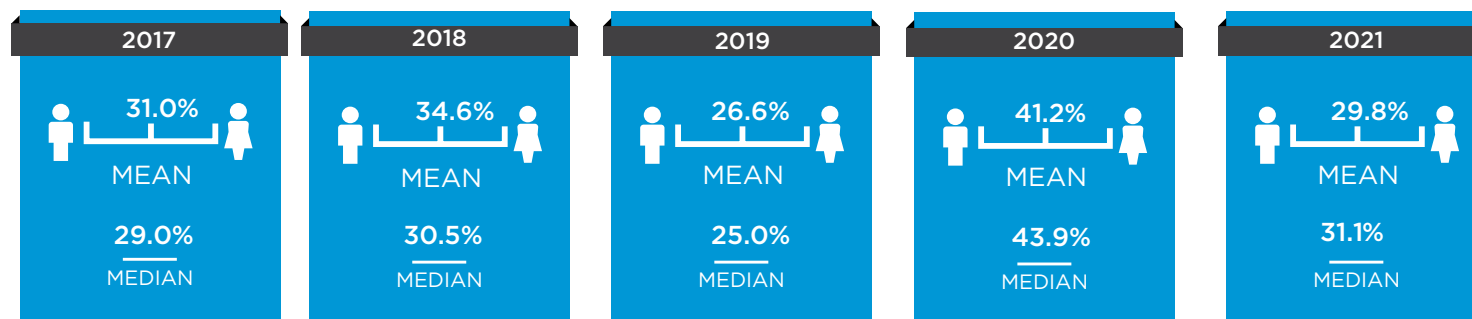
2019		
PROPORTION IN LOWER QUARTILE	 13.3%	 86.7%
PROPORTION IN LOWER MIDDLE QUARTILE	 19.3%	 80.7%
PROPORTION IN UPPER MIDDLE QUARTILE	 12.0%	 88.0%
PROPORTION IN UPPER QUARTILE	 13.3%	 86.7%

2020		
PROPORTION IN LOWER QUARTILE	 25.8%	 74.2%
PROPORTION IN LOWER MIDDLE QUARTILE	 12.7%	 87.3%
PROPORTION IN UPPER MIDDLE QUARTILE	 9.8%	 90.2%
PROPORTION IN UPPER QUARTILE	 11.3%	 88.7%

2021		
PROPORTION IN LOWER QUARTILE	 18.3%	 81.7%
PROPORTION IN LOWER MIDDLE QUARTILE	 13.6%	 86.4%
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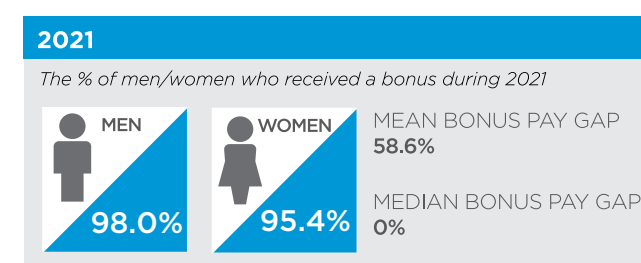
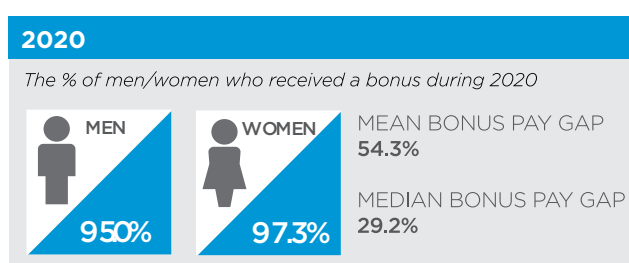
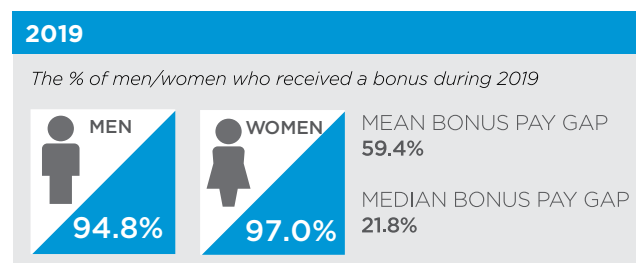
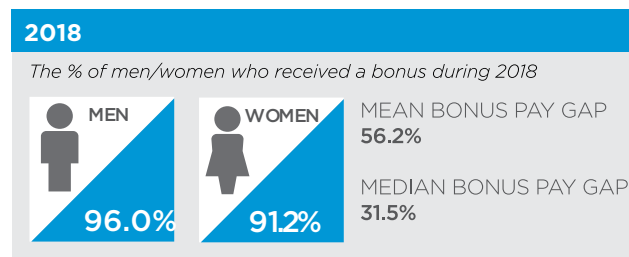
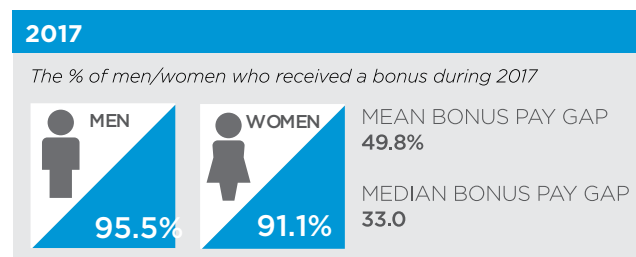


GENDER PAY GAP











Substantial structural changes 2021 vs 2019.









BONUS PAY GAP



















PAY QUARTILES









These quartiles represent the pay rates from the lowest to the highest for our employees, split into four equal sized groups. The graphs show the percentage of men and women in each quartile.

2017		
PROPORTION IN LOWER QUARTILE	 59.4%	 40.6%
PROPORTION IN LOWER MIDDLE QUARTILE	 58.0%	 42.0%
PROPORTION IN UPPER MIDDLE QUARTILE	 36.2%	 63.8%
PROPORTION IN UPPER QUARTILE	 24.6%	 75.4%

2018		
PROPORTION IN LOWER QUARTILE	 65.6%	 34.4%
PROPORTION IN LOWER MIDDLE QUARTILE	 62.1%	 37.9%
PROPORTION IN UPPER MIDDLE QUARTILE	 39.4%	 60.6%
PROPORTION IN UPPER QUARTILE	 21.5%	 78.5%

2019		
PROPORTION IN LOWER QUARTILE	 60.3%	 39.7%
PROPORTION IN LOWER MIDDLE QUARTILE	 58.9%	 41.1%
PROPORTION IN UPPER MIDDLE QUARTILE	 48.3%	 51.7%
PROPORTION IN UPPER QUARTILE	 28.5%	 71.5%

2020		
PROPORTION IN LOWER QUARTILE	 67.7%	 32.3%
PROPORTION IN LOWER MIDDLE QUARTILE	 53.5%	 46.5%
PROPORTION IN UPPER MIDDLE QUARTILE	 39.4%	 60.6%
PROPORTION IN UPPER QUARTILE	 23.2%	 76.8%

2021		
PROPORTION IN LOWER QUARTILE	 60.5%	 39.5%
PROPORTION IN LOWER MIDDLE QUARTILE	 63.7%	 36.3%
PROPORTION IN UPPER MIDDLE QUARTILE	 45.6%	 54.4%
PROPORTION IN UPPER QUARTILE	 26.4%	 73.6%







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