



# GENDER PAY GAP REPORT

2018 DATA

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Saint-Gobain UK & Ireland

# A message from **Mike Chaldecott**

CEO Saint-Gobain UK & Ireland



I'm very pleased to welcome you to our second Gender Pay Gap Report, which details our five qualifying legal entities for the calendar year up to the 5th April 2018, and their gender pay performance.

Improving diversity within our businesses is absolutely crucial. 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.

And yet we have more to do. We are actively changing the way we recruit; we are developing and challenging leaders to look afresh at how inclusive we are; and we are helping talented women develop their careers. Our pace of change has to accelerate.

We believe we have a great deal to offer as a Top Employer for six consecutive years, a clear purpose with a strong social purpose, a commitment to tackle many of the big challenges facing society and a culture of safety, personal development and employee wellbeing.

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](mailto: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 35 separate businesses. We have 5 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 (Jewson Limited) to our smallest (Saint-Gobain Limited).

## Information:

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

<sup>1</sup>Numbers at 5th April 2018

## JEWSON LIMITED

Including the following businesses and departments:

Jewson, one of the UK's largest sustainable timber and builders' merchant, Graham, Minster, George Boyd, Neville Lumb, Priority Plumbing and our Shared Services departments are also included within this legal entity. This entity has in excess of 750 branches across the country.

**9,432 colleagues<sup>1</sup>**



## SAINT-GOBAIN BUILDING DISTRIBUTION LIMITED

Including the following businesses:

Calders & Grandidge, Chadwicks, CTD, Frazer, Gibbs & Dandy, Ideal Bathrooms, IDS, International Timber & Pasquill. This entity has in excess of 200 branches across the country.

**3,465 colleagues<sup>1</sup>**



## SAINT-GOBAIN GLASS UK 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.

**1,222 colleagues<sup>1</sup>**



## SAINT-GOBAIN CONSTRUCTION PRODUCTS 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.

**2,355 colleagues<sup>1</sup>**



## 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

**303 colleagues<sup>1</sup>**





## 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.

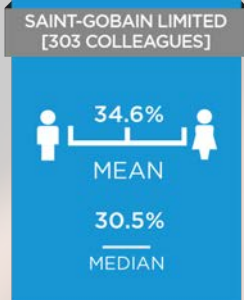
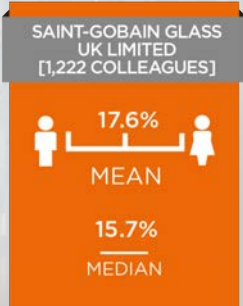
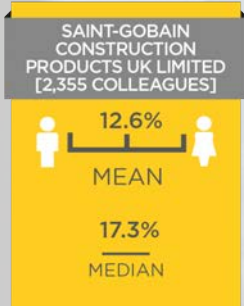
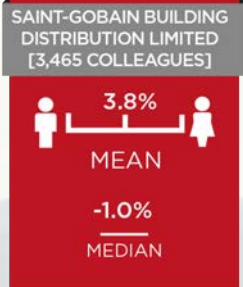
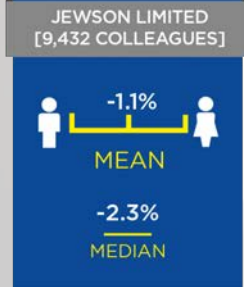
The median average is arrived at by lining up all salaries in the organisation, from lowest to highest to find the salary right in the middle of that line. Once you have this you are able to calculate the difference between men's and women's median salaries.

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.



# PAY GAP



# THE FIGURES - WHAT DO WE THINK?

## JEWSON LIMITED

The average female pay has increased more than the average male pay, creating a Female-over-Male Gender Pay Gap. There is a combination of factors driving this small shift, the most notable has been our success in increasing the proportion of female Branch Managers by 17% in 2018.

## SAINT-GOBAIN LIMITED

The business has increased female representation at most levels in the business - increasing by 9% the number of women in professional roles in 2018. It has, however, seen the number of women in the Upper Quartile fall. The overriding factor in this has been the promotion of a number of the business' most senior women to other senior roles in the group, or losing senior women to retirement. As a small business, these changes to a handful of people's roles has a big impact on the overall numbers. The opportunity is now to focus on developing the business' women to take on new more senior roles. In 2018 the average male pay has increased faster than average female pay, causing an increase to the male-over-female Gender Pay Gap.

## SAINT-GOBAIN BUILDING DISTRIBUTION LIMITED

The average male pay has increased relative to average female pay, creating a Male-over-Female Gender Pay Gap. Whilst multiple factors are influencing this, the most prominent is the effect of our policy of giving the lowest paid employees a significantly larger pay review increase in order to ensure all employees are well above the statutory National Minimum Wage and National Living Wage rates as applicable for their age. While this is a positive strategy it has impacted on the Gender Pay Gap.

## SAINT-GOBAIN CONSTRUCTION PRODUCTS LIMITED

Average female pay has risen more strongly than average male pay, causing the male-over-female Gender Pay Gap to reduce. Key influences are an increase in female representation in the Upper Quartile of employees together with an increase in the numbers of male retirees from technical production activities - who have, over the period of their employment, seen their salary grow.

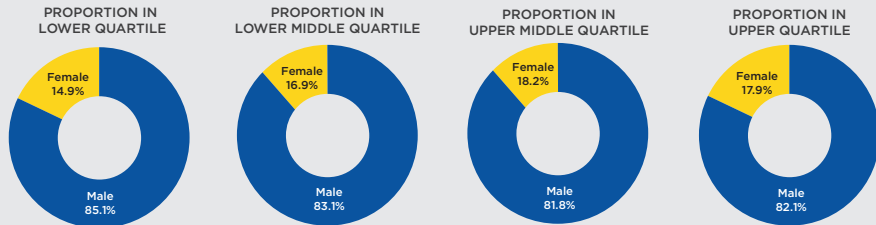
## SAINT-GOBAIN GLASS UK LIMITED

In this period the business has successfully increased the proportion of females in the business. However as a result of more vacancies being for junior roles, which typically sees a higher turnover of employees, the representation of women in these more junior roles has expanded faster than at more senior levels, where typically turnover is much lower. The result of this, while positive with greater female representation in the business, has resulted in the average woman being more junior than in 2017. The pay gap for males over females has therefore increased.

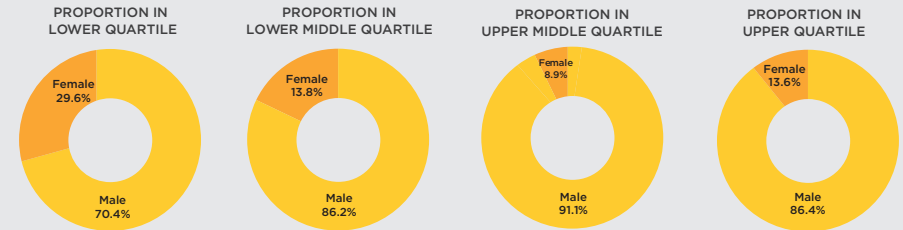
# PAY QUARTILES

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.

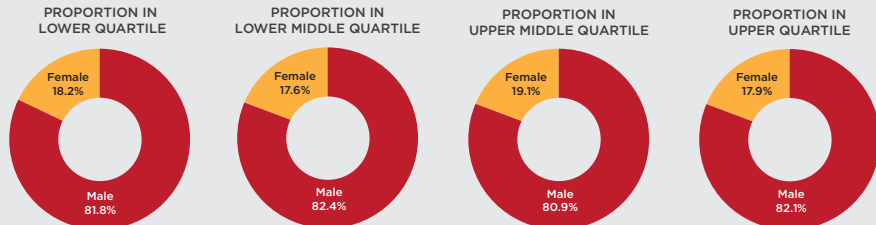
## JEWSON LIMITED



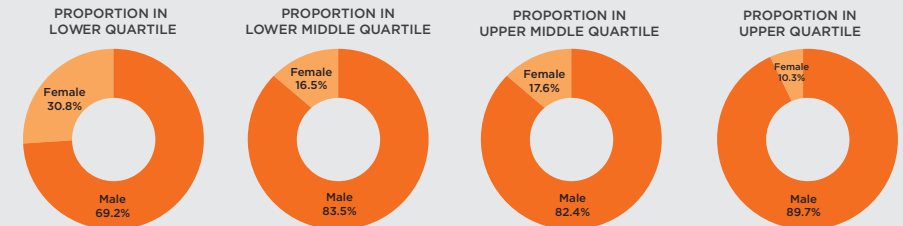
## SAINT-GOBAIN CONSTRUCTION PRODUCTS UK LIMITED



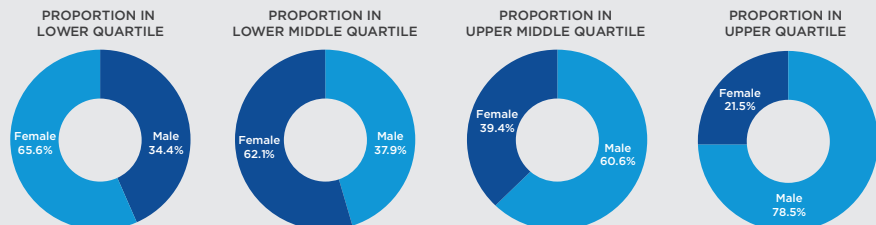
## SAINT-GOBAIN BUILDING DISTRIBUTION LIMITED



## SAINT-GOBAIN GLASS UK LIMITED



## SAINT-GOBAIN LIMITED



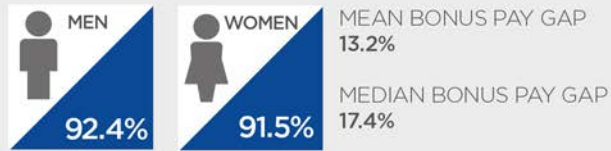


# BONUS PAY GAP

The vast majority of colleagues in Saint-Gobain have the opportunity to earn an annual bonus. Whether a bonus is paid is largely dependent on business performance over the last year. Our performance in this area is affected by wider, legacy issues related to the types of work done by men and women.

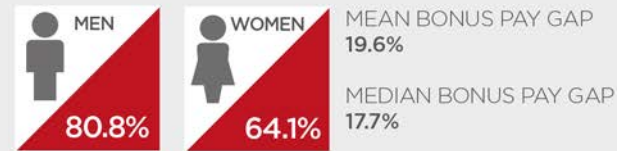
## JEWSON LIMITED

The % of men/women who received a bonus during 2018



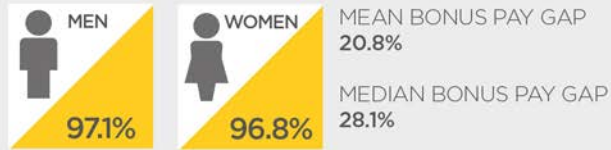
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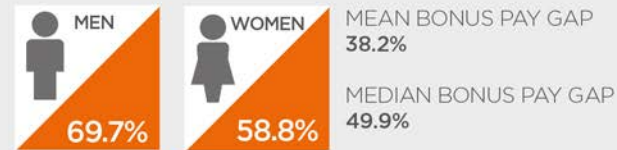
## SAINT-GOBAIN CONSTRUCTION PRODUCTS LIMITED

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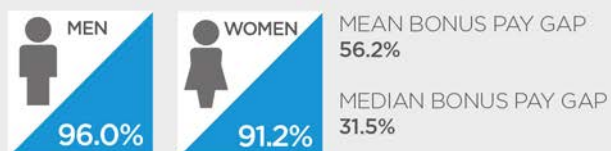
## SAINT-GOBAIN GLASS UK LIMITED

The % of men/women who received a bonus during 2018



## SAINT-GOBAIN LIMITED

The % of men/women who received a bonus during 2018








Saint-Gobain UK and Ireland  
Saint-Gobain House,  
Binley Business Park,  
Coventry CV3 2TT

Tel: +44 (0)24 7656 0700

 @SaintGobainUK

 SaintGobainUKandI

 Saint-Gobain UK & Ireland

 saintgobainuk

[www.saint-gobain.co.uk](http://www.saint-gobain.co.uk)