



Ibstock Brick Limited – Gender Pay Reporting

We are pleased to report our Gender Pay Gap results for 2018. This is the second year of reporting in accordance with UK Government requirements, which were implemented to demonstrate the gap between the pay of female and male employees per hour and also information about bonus payments. We have wholly embraced the new reporting regulations and believe firmly in providing equal opportunities regardless of gender and ethnicity.

As a building products manufacturer, Ibstock has traditionally attracted a very high proportion of male employees, especially within factory based production roles. Office and field based functional roles have a more even split of male and female employees, including high representation of women in customer support roles.

We continue to work hard to encourage more females into the business. Our current employee population reflects the traditional nature of the industry, with 86% of roles being occupied by men, including a high percentage of males employed in factory based production roles.

Our employee population is therefore reflective of the manufacturing sector as a whole, and especially within building products manufacturing, where men have traditionally performed factory based production roles. We are proud of the steps we have already taken, and continue to take, to encourage more females into the business. However, we firmly believe further continued action needs to be taken to increase the representation of women within our production facilities, which offer diverse roles suitable for all.

This gender pay gap data is a valuable tool to help understand the extent to which our own business and our industry are missing out on female talent. We see gender pay gap reporting as a critical step in our drive to attract, retain and develop a diverse workforce at Ibstock.

What impacts the pay and bonus gap at Ibstock Brick?

Manufacturing and the Building Materials industries continue to face a challenge in attracting more women into the sector. Ibstock Brick Limited is no different in this regard.

Due to the demographics of our workforce, there is an under-representation of women holding managerial and senior roles in production and in central functions, which is the main factor causing our mean and median pay gaps in favour of men.

Bonus pay gaps are impacted by the following factors:

- The vast majority of our people are employed in production with the roles filled predominantly by men. At Ibstock Brick Limited, the pay structure for our weekly paid production employees includes an element of weekly variable pay which is linked to the delivery of production targets. This is captured in bonus pay. As a result, a higher proportion of male employees receive bonus compared to females (who on the whole are in salaried roles that have less variable pay elements).
- Where women earn a bonus, it is earned based on company and personal performance, including women in senior management roles who participate in the





management bonus scheme. This management bonus can contribute a significant proportion of overall pay and is of a higher amount than the weekly paid production bonuses. These factors result in a bonus gap in favour of women when looking in aggregate across the entire organisation.

Ibstock Brick's gender pay gap 2018

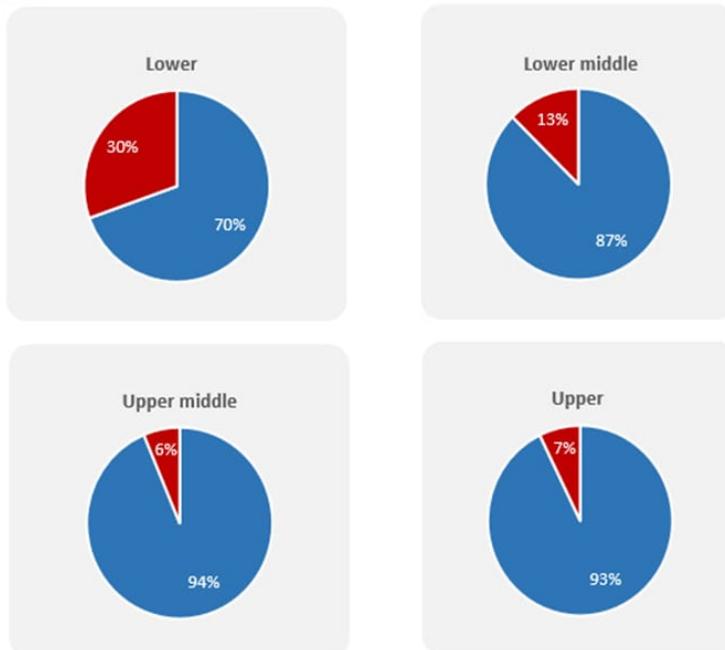


Differences in pay and bonus between men and women

	Pay (by hour)	Bonus
Mean	17%	-194%
Median	24%	-139%

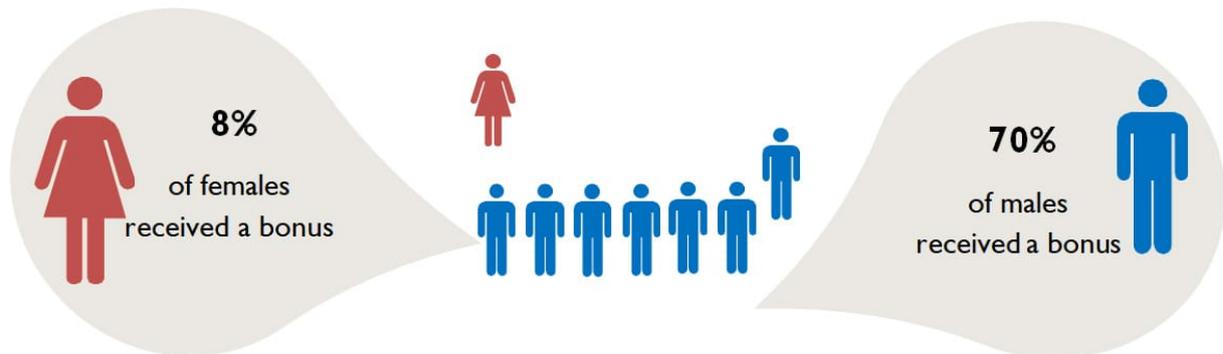


Number of males and females in each pay quartile





Proportion that received a bonus payment



Taking action

Our mean gender pay gap of 17% is slightly better than the national average of 17.4%. In 2017 it was 7% and the low representation generally of women in the business means that the statistics show a volatility in the reporting. However, we are committed to regular analysis and monitoring of pay where we will continue to work to remedy any gap that we have. At Ibstock Brick Limited we are committed to providing equal opportunities and increasing the diversity of our workforce. We are already undertaking several initiatives to increase diversity across our business:

- **Recruitment:** We have taken a number of steps aimed at encouraging a diverse and wide range of candidates internally and externally for all roles within the company, for instance in our production areas where there is a significant under representation of women.
 - We have worked closely with our recruitment partners to ensure that we are attracting high quality candidates from a wide range of cultural backgrounds, regardless of gender or ethnicity. This has enabled us to recruit a number of women in to production related roles within our manufacturing operations in 2018. We have also recently made two senior leadership appointments and both roles have been filled by women.
 - We have worked closely with our engineering apprenticeship partners, the EEF, to attract a more diverse range of applicants, in particular females, for our engineering apprenticeship programmes. We are pleased to report that this focused approach has enabled us to recruit our first two female engineering apprentices, who joined us in 2018. These two high calibre apprentices will become excellent role models for other female candidates and employees and hopefully encourage more women to join us in engineering related apprenticeships and grow long term careers with us.
 - We review our websites and the imagery we use on an ongoing basis to ensure they wholly reflect our passion for diversity and to show we reject any typical role stereotypes, in order to encourage any eligible candidates to apply for roles.





- We continue to work with our leadership population to ensure they are encouraging and selecting candidates from a wide range of backgrounds, ethnicity and gender for all roles within the business and that they are not applying unconscious bias in their decision making.
- **Flexible working:** We have always offered a number of flexible working arrangements including part time working and job sharing. These arrangements are open for all employees and decided on a case by case basis in line with our operational requirements.
- **Networking and Mentoring:** Our internal networking 'Women in Business' group, formed in 2017, continues to be very active and the women within the group take their responsibilities seriously, both in terms of networking and mentoring other women from across the business. The group meet periodically with other leaders and employees to ensure that women are supported and encouraged in their careers and given the opportunity to share experiences and build long term careers. A number of high profile female leaders from the Ibstock Plc Board and at Group Executive and Senior Leadership level shared their career experiences and pathways with the networking group in 2018 and this continues into 2019.

We know it will take a long-term commitment to significantly change the make-up of our workforce – and of the manufacturing sector. We will continue to drive these efforts to make Ibstock Brick Limited a diverse employer of choice.

Julie Bullock

Group HR Director

