

Ibstock Brick Limited - Gender Pay Gap Report – 2025

Our business and sector context

We are now able to report our Gender Pay Gap results for 2025. We are firmly committed to the Gender Pay Gap reporting regulations and providing equal opportunities regardless of gender, age, race, sexual orientation or disability.

We believe the diversity of our people strengthens our judgement, independence and decision making. We also know that attracting a more diverse workforce widens our pool of talent which is key for our succession planning and sustainable growth.

For context, Ibstock Brick Ltd is part of the Ibstock Group – a leading UK manufacturer of building products and solutions, delivering a range of building products to the construction sector.

While the construction sector has historically had lower female representation in operational and technical roles, we recognise the importance of widening participation and building a more balanced workforce over time.

Approximately 60% of our roles at Ibstock Brick are operational or manufacturing based, with 40% in office, administrative, sales or commercial functions. This workforce composition provides context for our gender pay and bonus pay gap results.

Gender Pay Gap

Measure	Result
Mean Pay Gap	9.46%
Median Pay Gap	15.70%

The most significant factor influencing our pay gap in 2025 was movement in our workforce within lower paid operational roles. During the reporting period, a number of these roles, predominantly held by men, were reduced through natural attrition and restructuring.

As a result, the overall male pay profile shifted towards higher paid operational, technical and leadership roles. This change in workforce composition has influenced both the mean and median pay gap figures for 2025.

There were no changes to pay ranges, grading structures or progression rules during the year. The movement in the pay gap therefore reflects workforce composition rather than changes to how roles are rewarded.

Gender Bonus Gap

Measure	Result
Mean Bonus Gap	-103.75%
Median Bonus Gap	-204.45%

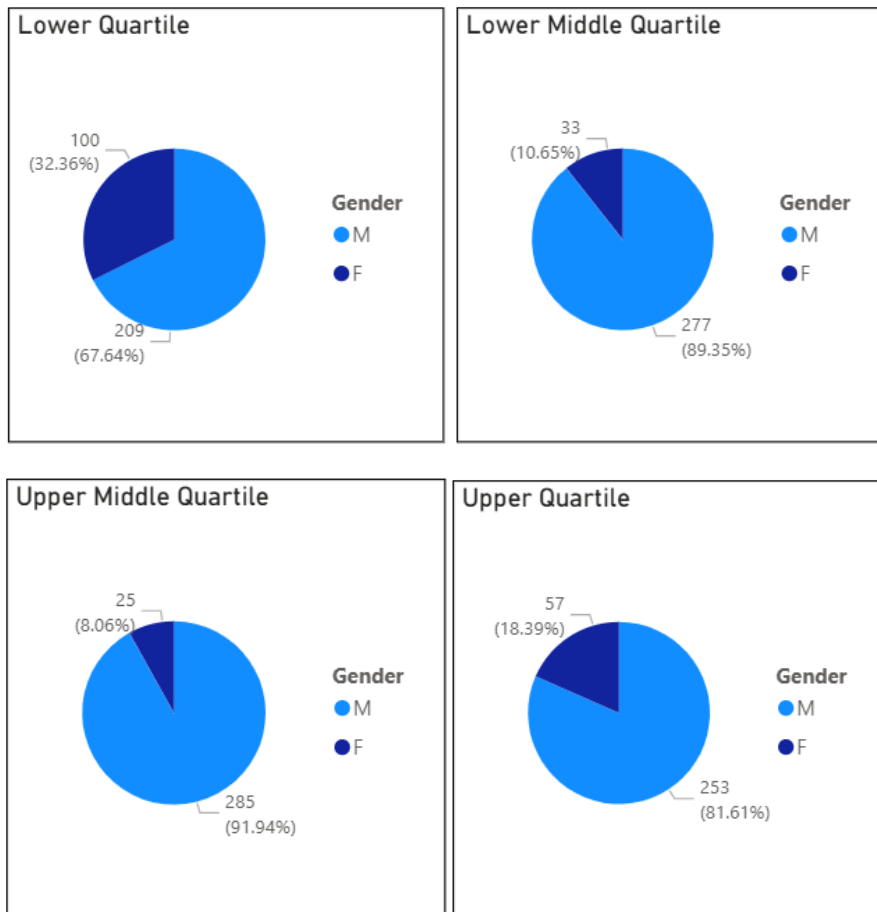
Measure	Result
Men receiving a bonus	75.18%
Women receiving a bonus	25.64%

A higher proportion of men than women received a bonus during the reporting period, reflecting greater representation of men in operational and bonus eligible roles.

Whilst among employees who received a bonus, women received higher average and median payments than men. This reflects the presence of women in senior management and leadership roles, compared with a larger population of men receiving lower value operational bonuses.

We will continue to monitor participation in bonus eligible roles to ensure progression pathways remain accessible and transparent.

Pay Quartile Distribution



The under-representation of women in the middle and upper quartiles highlights the importance of strengthening progression into technical, operational leadership and senior management roles. Increasing representation at these levels will be central to narrowing our median pay gap over time.

Summary

Our 2025 results reflect changes in workforce composition and the distribution of men and women across operational, technical and leadership roles.

While structural factors within our sector influence these outcomes, we recognise that progress requires sustained action across recruitment, development and progression.

We remain committed to building a more balanced workforce and maintaining fair and transparent reward practices.

Widening our talent pipeline is also key and we continue to partner with organisations that promote careers in construction to underrepresented groups, including women. Our engagement with local communities and education providers has broadened awareness of opportunities within our business. We are also a strategic partner of the Building Professionals In Construction (BPIC) along with the Construction Inclusion Coalition (CIC) as we support sector-wide collaboration to improve diversity.

Our Focus for 2026 and Beyond

Improving gender balance across operational and leadership roles remains a long-term priority.

Our focus areas include:

Attraction and Early Careers

- Increasing female representation in apprenticeship and entry-level operational roles
- Strengthening partnerships with local education providers to promote manufacturing careers to women

Progression and Development

- Monitoring promotion rates by gender
- Supporting development pathways into operational leadership and technical specialist roles

Reward and Governance

- Continuing annual equal pay analysis
- Reviewing bonus participation trends
- Tracking gender representation across pay quartiles year-on-year

We will continue to report transparently on progress and outcomes.

Signed:

Joe Hudson
Chief Executive Officer