

## Forticrete 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, Forticrete 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 69% of our roles are operational or manufacturing-based, with 31% in office, professional and support functions. Like much of the construction and manufacturing sector, operational and technical roles have historically been male dominated. This workforce composition provides context for our gender pay and bonus pay gap results.

### Gender Pay Gap

Measure	Result
Mean Pay Gap	20.51%
Median Pay Gap	15.32%

Our gender pay gap reflects the distribution of men and women across different types of roles within the organisation, rather than differences in pay for the same or comparable work.

Operational, technical and management roles, which carry higher average earnings and greater bonus opportunity, remain predominantly male. Women are more represented in entry level and support roles.

We operate structured pay frameworks, including skills-based progression for operational roles, to support consistency and equal pay for equal work. However, the distribution of roles across the organisation continues to influence our overall pay gap figures.

### Gender Bonus Gap

Measure	Result
Mean Bonus Gap	<b>41.94%</b>
Median Bonus Gap	<b>6.62%</b>

Measure	Result
Men receiving a bonus	<b>63.47%</b>
Women receiving a bonus	<b>18.33%</b>

Our bonus pay gap reflects differences in participation and role distribution across the organisation.

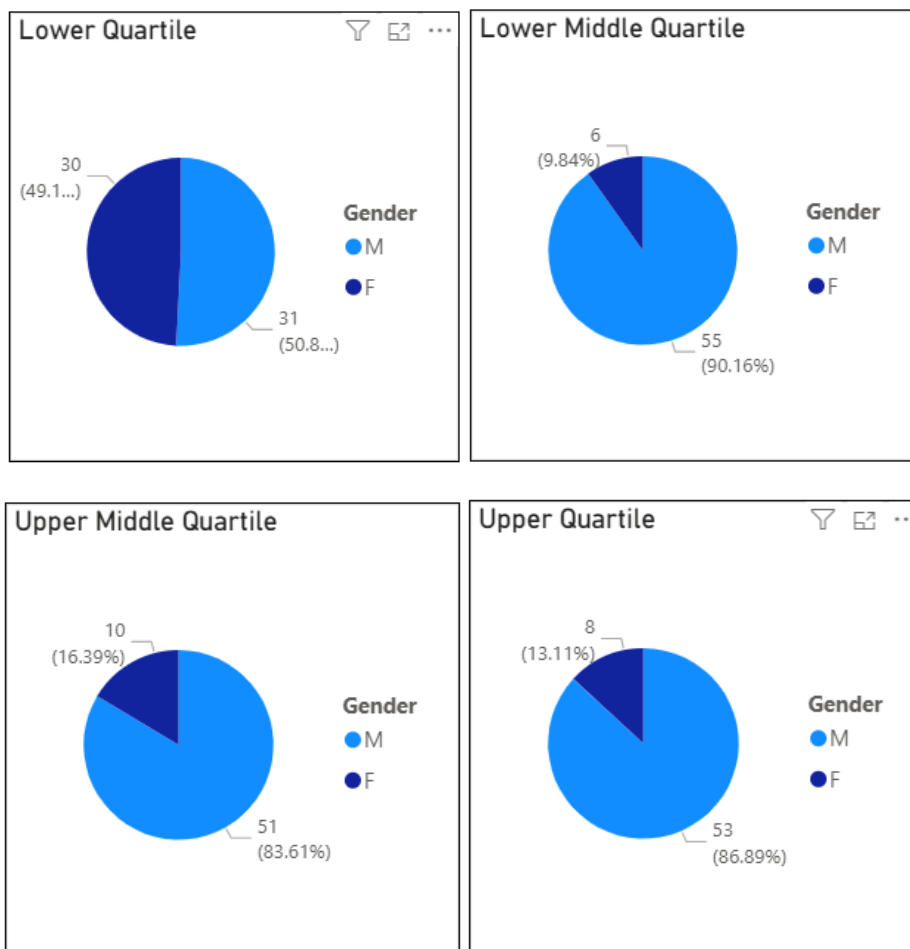
A higher proportion of men than women received a bonus during the reporting period. This reflects the concentration of men in operational, technical and management roles where bonus schemes are more prevalent.

The mean and median bonus gaps indicate that, on average, men received higher bonus payments than women. This is influenced by higher male representation in operational roles, with regular quarterly bonuses, and in certain technical and management roles.

The median bonus gap indicates that the difference in typical bonus values among those receiving a bonus is relatively modest. However, the higher mean gap reflects the impact of larger payments within parts of the business where men are more strongly represented.

We will continue to review participation in bonus eligible roles as part of our broader progression and development focus.

### Pay Quartile Distribution



The concentration of women in the lower quartile and under representation in the upper and upper middle quartiles highlights where our focus must remain, increasing female participation in operational pathways and supporting progression into mid-level and leadership roles.

Improving representation at these levels is central to narrowing our pay gap over time.

### **Recruitment, progression and sector challenges**

Operational roles are recruited primarily from local labour markets, including apprenticeship pathways and experienced hires. While sector demographics continue to influence workforce composition, we are taking active steps to broaden our talent pipeline.

During the past year we have:

- Increased outreach to local colleges and apprenticeship providers
- Reviewed recruitment materials to ensure inclusive language and imagery
- Monitored gender representation at shortlisting and hiring stages

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**

Reducing our gender pay gap in a manufacturing environment requires sustained action across attraction, development and progression. Our priorities 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 Leadership Development

- Monitoring internal promotion rates by gender
- Supporting development pathways into technical and management roles

#### Reward and Monitoring

- Continuing annual equal pay analysis
- Reviewing bonus eligibility structures
- Tracking gender distribution across pay quartiles year-on-year

We will continue to report transparently on progress and outcomes.

Signed:

**Joe Hudson**  
**Chief Executive Officer**