



Forticrete 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, Forticrete has traditionally attracted a very high proportion of male employees, especially within factory based production roles. Office based support 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 82% of roles being occupied by men, including a high percentage 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 why 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 Forticrete.

What impacts the pay and bonus gap at Forticrete?

Manufacturing and the Building Materials industries face a challenge in attracting more women into the sector. Forticrete 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 our demographic make-up, also whereby:

- The vast majority of our people are employed in production with the roles filled predominantly by men. At Forticrete, 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).





- More men hold senior management roles that participate in our management bonus schemes, which are paid with respect to company and personal performance, and these can provide a significant proportion of overall pay. With more men in the roles that are eligible for these schemes, this results in a bonus gap in favour of men.

Forticrete Limited's gender pay gap 2018



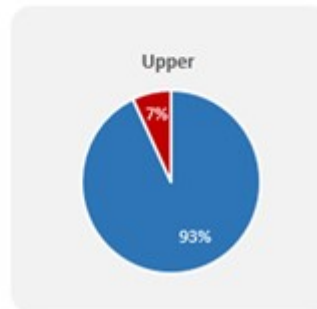
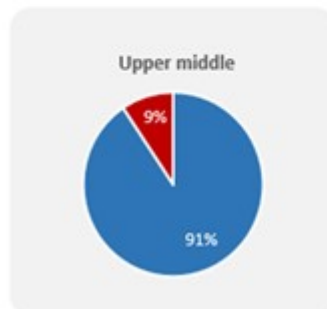
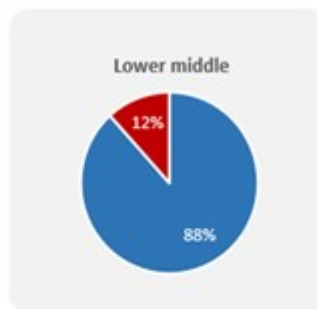
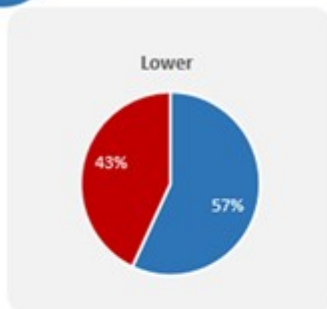
Differences in pay and bonus between men and women

	Pay (by hour)	Bonus
Mean	21%	58%
Median	23%	47%



Number of males and females in each pay quartile

Women Men



Proportion that received a bonus payment





Taking action

Our results show we have more work to do. Our mean gender pay gap of 21 % is slightly higher than the national average of 17.4 %. Whilst the result remains the same as in 2017, we are taking action to close the gap and we are committed to regular analysis, monitoring and continuing work to remedy the gap that we have.

At Forticrete 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 are taking 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 are also working closely with our sister company, Ibstock Brick, over talent development and are pleased to confirm that we will introducing engineering apprentices in Forticrete in 2019 and we be partnering with the EEF and adopting the same engineering framework as Ibstock Brick to develop this important talent pipeline. We will be learning from Ibstock and ensuring we are doing everything we can to ensure we attract a diverse range of applicants and in particular we would like to see applicants from women for these roles.
 - 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 management 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 Forticrete a diverse employer of choice.

Julie Bullock
Group HR Director

