

Gender equality is an important part of our commitment to becoming a diverse and inclusive workforce.

In August 2021 we developed a people plan to enhance our commitment to attract more women into the industry, as well as develop the careers of the women in our existing workforce.

This report continues to show the good progress in Breedon's pay differentials between men and women.

MEAN AND MEDIAN GENDER PAY GAP

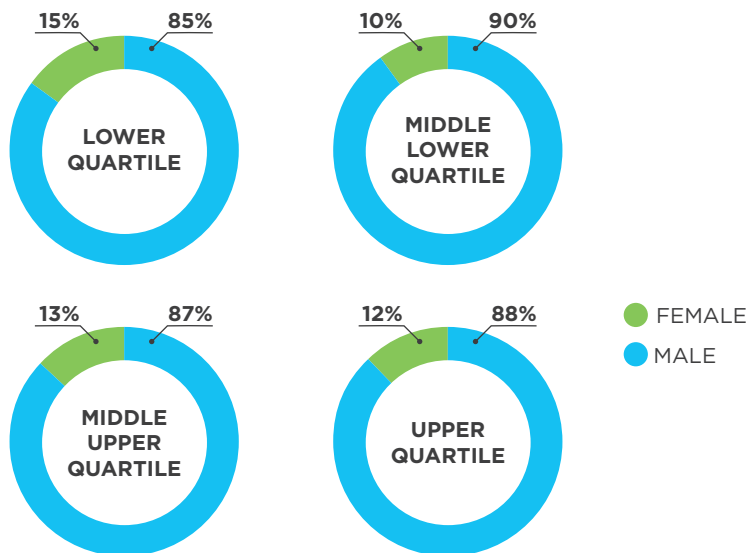
MEAN **7.8%**
MEDIAN **-0.1%**

MEAN AND MEDIAN GENDER BONUS GAP

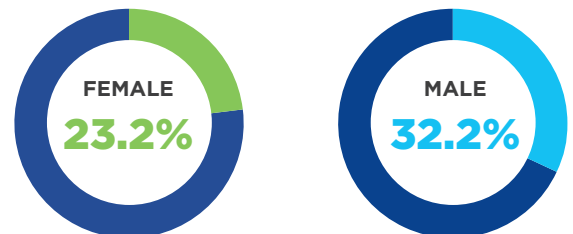
MEAN **14.8%**
MEDIAN **1.4%**



PROPORTION OF MEN AND WOMEN IN EACH QUARTILE OF THE ORGANISATION'S PAY STRUCTURE



PROPORTION OF COLLEAGUES RECEIVING A BONUS PAYMENT



The Group's overall headcount increased in 2021, following the acquisition of Cemex with each quartile containing 708 employees compared to 595 last year.

We aim to create an environment where all our colleagues are able to be themselves and are rewarded fairly based on their skills and experience regardless of gender.



ROB WOOD
Chief Executive Officer, Breedon Group plc

Defining the terminology

Median pay gap

The median is a comparison of the 'middle' hourly pay rate for a woman (if all hourly pay amounts were sorted from low to high) and the 'middle' hourly pay rate for a man (if they were sorted in the same way). The median is less affected by outlier hourly pay rates (very high or very low pay rates) than the mean.

Mean pay gap

The mean is a comparison of the average hourly pay rate for a woman and the average hourly pay rate for a man.

Pay quartiles

Pay quartiles are worked out by splitting the whole workforce into four equal-sized bands based on hourly pay rates, from lowest to highest. The percentage of men and women in each of those four bands is then calculated.