

Leviat

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Gender Pay Gap Report

2025

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“Our gender pay gap report reflects our dedication to transparency, accountability, and continuous improvement in creating a more inclusive and equitable workplace for all. We want to empower and enable our people through progressive and inclusive talent management, positioning Leviat as an employer of choice. A company where our people can own where their ambition can take them, through the support of our global business.”



Vicky Stuart
Head of HR, UK & Ireland

At Leviat, we continue to be a dynamic and forward thinking business, built on the strength, experience and expertise of our 3,000+ global structural connections specialists. Our people remain central to everything we do. We foster a culture where diverse perspectives are valued, collaboration drives innovation, and every individual is supported to perform at their best.

We remain committed to building an inclusive workplace where equality of opportunity is embedded in how we work. We recognise and value the contributions of both women and men across our organisation, and we are dedicated to ensuring our reward approach is fair, consistent and reflective of performance, experience and behaviour.

As required by UK legislation, organisations with 250 or more employees must publish annual gender pay gap data, including:

- Mean and median gender pay gap
- Mean and median bonus gap
- Proportion of men and women receiving bonuses
- Proportion of men and women in each pay quartile

This report presents Leviat Limited’s 2025 gender pay gap figures.

As is typical within the construction, manufacturing and engineering sectors, our workforce remains predominantly male. However, we continue to focus on attracting, retaining and developing more women across the business. While the industry wide challenges are significant, we remain committed to taking proactive steps within our own organisation to support greater representation, particularly in technical, operational and STEM related roles.

In 2025, women continued to represent 21% of our workforce. Our results this year show progress in some areas and further opportunities for improvement in others. We will continue to strengthen our talent pipelines, promote inclusive development opportunities, and invest in early careers and internal mobility to improve representation at all levels.

In this report, we outline our 2025 data and the actions we are taking to promote gender balance and create a diverse, inclusive workplace for all.

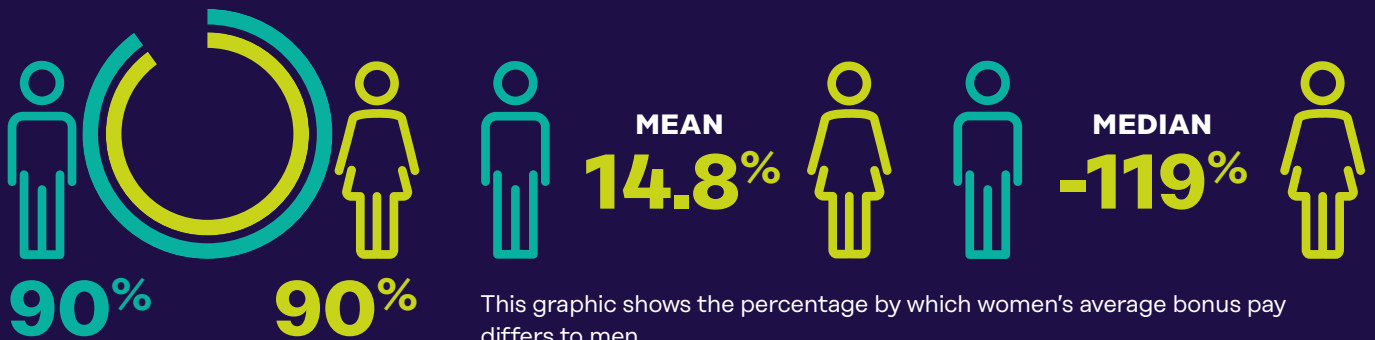
OUR GENDER PAY STATISTICS

HOURLY PAY



This graphic shows the percentage by which women's average hourly pay differs to men.

BONUS PAYMENTS

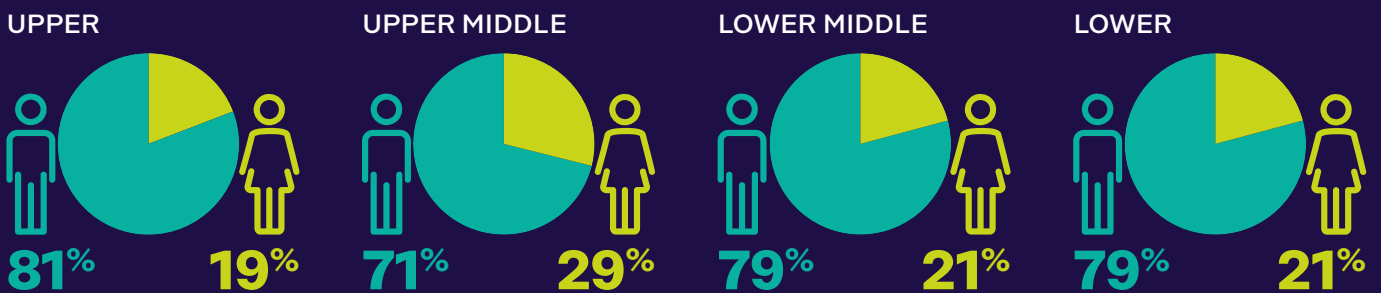


This graphic shows the percentage by which women's average bonus pay differs to men.

The proportion of men and women receiving a bonus.

The only employees not receiving a bonus payment in the year were those whose employment start date made them ineligible.

PAY QUARTILES



These quartiles are calculated by splitting the entire workforce into four equal bands based on hourly pay from the highest (upper) to the lowest (lower). Here we show the percentage of men and women who sit in each band.

BUILDING AN INCLUSIVE TEAM AT LEVIAT

We are committed to building an organisation where Inclusion & Diversity is a core value.

Where:



Talented people of all backgrounds are welcome:

Differences are embraced



Everyone has a fair and equal opportunity:

To develop and progress



Our working environment supports people:

In being themselves and performing at their best

Inclusion is leveraging the diversity in our workforce to achieve full participation and optimum performance; it empowers differences rather than suppressing them. A culture that makes employees feel they belong - they feel safe, trusted and respected.

Diversity is all the ways in which we are similar and all the ways in which we differ. When we speak about diversity, we mean people of different backgrounds and people with different characteristics, including: age, disability, ethnicity or race, gender, religion and sexual orientation.

The Leviat Inclusion & Diversity (I&D) Council is made up of colleagues from locations across North America,

Europe and Asia Pacific, providing strategic direction, oversight and accountability to achieve a more inclusive and diverse culture.

Our I&D Council advocates for and promotes our I&D strategic priorities below:

- We demonstrate commitment to I&D
- Inclusion is a Core Leadership Capability
- Our workplace & culture are inclusive
- Our workforce reflects the communities in which we operate

WHY IS THERE A GENDER PAY GAP?

Men continue to outnumber women in our business

- Women represent 21% of our workforce, with men making up 79%. This distribution mirrors wider trends in the construction, engineering and manufacturing sectors, where attracting women into technical and operational roles remains a long standing industry challenge.
- Although shifting representation takes time, we remain committed to driving change within our own organisation and increasing gender balance across all areas of the business.

There are still more men than women in senior and higher paid roles

- Our 2025 pay quartiles show that women remain under represented in the upper pay bands, with the Upper Quartile comprising 81% men and 19% women, consistent with 2024.

- There has been some movement in the Upper Middle Quartile, where women now represent 29% (up from 27% last year), but overall representation in senior and specialist roles continues to influence our pay gap figures.
- Attracting and progressing more women into these areas remains a key focus, supported through talent development, succession planning and early careers initiatives.

Bonus outcomes continue to reflect differences in role types and eligibility

- In 2025, 90% of both men and women received a bonus, an improvement in parity compared with the previous year.
- Although the mean and median bonus gaps reduced to 14.8%, these differences continue to be influenced by role distribution, as higher earning roles with larger bonus potential remain male dominated.
- We will continue working to ensure bonus eligibility, opportunity and progression pathways are applied consistently and equitably.



CASE STUDIES

Samantha McCormack – Senior HR Advisor, Leviat

I joined Leviat in 2016 as an Office Administrator at our Deeside site. Following changes within the business structure, I was offered the opportunity to move into HR as an HR Administrator. Since then, I have progressed to HR Advisor and now hold the position of Senior HR Advisor within the UK HR team.

In my role, I support the full employee lifecycle, from recruitment and onboarding to training, wellbeing, and offboarding. I provide guidance on people management, employment law, policies, and procedures, delivering both operational and strategic HR support. No two days are the same, and I find the role incredibly rewarding.

Leviat has continuously invested in my development. I have completed CIPD Level 3 and Level 5 HR qualifications, and I am currently working towards a Level 5 qualification in Learning and Development. I am also a trained Mental Health First Aider, a role I have proudly held for eight years, alongside being a qualified First Aider, both of which require ongoing training.

Throughout my time with the business, I have always felt fully supported as a working parent. My line managers have been flexible and understanding whenever I needed to attend school events, appointments, or deal with unexpected childcare needs. This support has made a significant positive impact on my work-life balance, as well as the opportunity to work from home when needed.

The HR team has grown considerably since I joined, and I am proud to have contributed to that development.

Together, we have enhanced policies and procedures, introduced improved maternity and paternity pay, championed hybrid working where roles allow, strengthened communication channels for both office and shop floor employees, and increased HR visibility across all sites. Supporting colleagues at four locations means being present is vital, which is why I travel to our Dunstable site at least once a month and regularly attend meetings at the Sheffield Head Office.

One of my proudest achievements is launching the Frontline Leadership Programme for shop-floor supervisors and team leaders. I am responsible for identifying suitable candidates and delivering the six-module programme, which focuses on key leadership fundamentals such as team management and time management. I look forward to expanding this programme further to include office-based managers and leaders.

I actively promote Leviat's employee benefits, including Westfield Health, the Ideas Scheme, I&D initiatives, and our environmental and community programmes. I also enjoy supporting our positive workplace culture by organising the Deeside site's annual Christmas party and summer BBQ, ensuring that everyone's views are included and represented.

I feel fortunate to work for a company where employees are treated fairly and given equal opportunities to grow, develop, and succeed.



Rachel Clark – Sales Team Leader – Masonry, Leviat

I joined Leviat in 2011 as a Sales Coordinator for the UK Masonry division. After returning from maternity leave in 2018 and again in 2019, I was soon after promoted to Project Pipeline Analyst, supporting the full portfolio of Leviat brands (Ancon, Halfen, Helifix and Isedio) across the Masonry, Anchoring & Fixing, and Structural Connections divisions. I later moved into the role of Regional Account Executive within Masonry, before becoming Sales Team Leader, a position I have held for nearly four years now.

Throughout my time with the business, I have been supported with a range of training and development opportunities, including Green Belt (Lean Six Sigma), sales negotiation training, team leader development, mental health first aider certification, and a Customer Service NVQ qualification.

I have always aspired to become a people manager, and I'm grateful that Leviat has helped shape my development around that goal. I now manage 12 direct reports, including Sales Coordinators, Senior Sales Coordinators, and Special Fabrications functions.

What I enjoy most about my role is supporting people. Alongside leading the Masonry sales team, I serve as a Mental Health First Aider and a council member of the Global Leviat Inclusion & Diversity Committee. These roles allow me to champion wellbeing, strengthen a culture of inclusion, and help colleagues feel seen, supported, and empowered. I'm driven by making a positive impact—whether it's guiding my team, advocating for mental health, or contributing to

meaningful change across the organisation. These roles have strengthened my leadership skills and helped me become a more approachable and supportive manager.

Our work within the I&D Committee includes promoting mental health and wellbeing, encouraging a healthy work-life balance, and celebrating cultural and inclusion-focused events such as National Inclusion Week, International Women's Day, and Black History Month. I help organise these initiatives and deliver lunch and learn sessions on topics including menopause, neurodiversity, pride, and men's mental health.

Since becoming a parent eight years ago, I have sometimes required a certain element of flexibility with my role, whether through support with dependency days, working from home when needed, and generally benefiting from having policies in place that endeavour to help employees balance work and family life.

Another strength of Leviat is its supportive structure and the extensive knowledge across the organisation. There is always someone willing to help, and you can rely on colleagues' expertise.

I am especially proud to work within the UK Masonry division, where, despite operating in a traditionally male dominated industry, our management team includes strong female leaders and directors. As a woman in the business, I have seen some progress changes, including the introduction of an enhanced menopause policy, access to sanitary products onsite, and Westfield Health benefits, which I regularly use for glasses, dental care, and holistic therapies.



Rune Magnusson

SUMMARY & CLOSE

The gender pay differences in our organisation continue to be primarily driven by the imbalance in representation between men and women. As in previous years, women account for 21% of our workforce, reflecting broader challenges faced across the construction, engineering and manufacturing sectors in attracting women into technical, operational and STEM roles.

For 2025, our mean gender pay gap is 2.9%, and our median gender pay gap is -2.1%. While the mean gap has shifted slightly in favour of men this year, the median gap has moved closer to parity. These results continue to sit below the national average, and our quartile data shows steady representation of women in the Upper and Upper Middle pay bands, where women make up 19% and 29% respectively.

We firmly believe that Leviat's long term success is rooted in building a diverse and inclusive workforce that reflects the communities we serve. This commitment underpins our company values and our gender diversity strategy, which focuses on developing balanced teams, supporting progression and ensuring equitable opportunities for all.

We remain dedicated to fostering a workplace where everyone can thrive. We continue to promote agile and flexible working practices and maintain a family friendly culture that supports employees at every stage of their career. Alongside this, we are working with industry partners, public bodies and early career networks to encourage more women to consider careers in our sector and to strengthen talent pathways into technical and leadership roles.

We confirm that the gender pay gap data presented in this report is accurate and has been calculated in line with UK Government reporting requirements.

Rune Magnusson,
Managing Director, UK & Asia

The content of this report is accurate and in line with government reporting requirements.

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