



Gender Pay Report 2023

Foreword from our Chief Executive

Inclusivity is a crucial part of our Sustainable Growth Strategy as it facilitates the diversity of thought, innovative approaches and experiences that will support the delivery of our ambitions through better balanced teams.

Historically, our industry has suffered from significant gender pay gaps as fewer females have entered our industry and have less representation in senior roles. This underrepresentation has had a significant impact on the pay gap.

Our Gender Pay Report shows we have made progress in reducing our mean and median gender pay gap this year (page three). More importantly, since we started reporting figures as a standalone construction business in 2020, we have reduced our mean gender pay gap from 28.8% to 24.1% and median gender pay gap from 32.2% to 27.6%.

Our data for early careers also retains a strong negative gender pay gap, which will enable us to

continue to tackle improvement in the pay gap as these populations progress into more senior roles.

We continue to look beyond our 'pay gaps' to encourage more females and individuals from other underrepresented groups to join our business and develop their careers with us.

A significant move we have made is working through the Clear Assured inclusivity framework to support us as we continue on our journey to an inclusive workplace.

We are committed to being a people-orientated, progressive and inclusive employer and look forward to making continued progress in 2023.



A handwritten signature in white ink, appearing to read 'Bill Hocking'.

Bill Hocking,
Chief Executive.

Reporting explained

This report provides our gender pay data as at 5 April 2022 and includes data from the nmcn water and Lintott businesses which were acquired in 2021.

This report does not include data from MCS Control Systems or Ham Baker which were not part of Galliford Try for the reported period.

We look forward to including their data next year.

Equal pay

Equal pay is when men and women are paid the same for the same work.



The gender pay gap

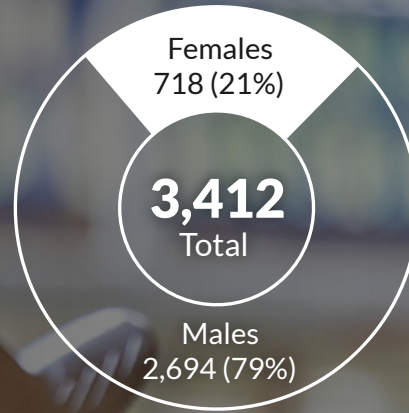
The gender pay gap is the difference between the gross hourly earnings for all men and the gross hourly earnings for all women. So, if a significant proportion of senior, higher paid roles were carried out by males, there would be a significant pay gap.

Nationally, one of the main reasons for the gender pay gap is that men are more likely to be in senior roles.



All Group

For the reported year, the proportion of males and females across our business remained stable, with 21% of our employees being female and 79% being male.



Our Gender Pay Report

Early careers

Recruitment across early careers allows us to grow our own talent, particularly future leaders. By monitoring the data for this population, we can narrow the gender pay gap over time as this population develops and progresses into senior roles.

Once again this year, both our mean and median gender pay gaps are negative.

Early careers gender pay gap - mean

-9.6%

Early careers gender pay gap - median

-9.4%

Pay and bonus

The mean gender pay gap decreased from 28.8% to 24.1% which means that the difference in average gross hourly earnings between women and men decreased over the year. The median gender pay gap also decreased from 33.8% to 27.6%. This is likely to be because a greater percentage of women were in higher paid roles this year.

There was an increase in the proportion of females awarded a bonus in 2021. However, both the mean and median bonus gap rose.

Gender pay gap - mean

24.1%

(April 2021: 28.8%)

Gender pay gap - median

27.6%

(April 2021: 33.8%)

Gender bonus gap - mean

72.0%

(April 2021: 49.1%)

Gender bonus gap - median

55.9%

(April 2021: 38.2%)

Females awarded a bonus

63.4%

(April 2021: 62.1%)

Females not awarded a bonus

36.6%

(April 2021: 37.9%)

Males awarded a bonus

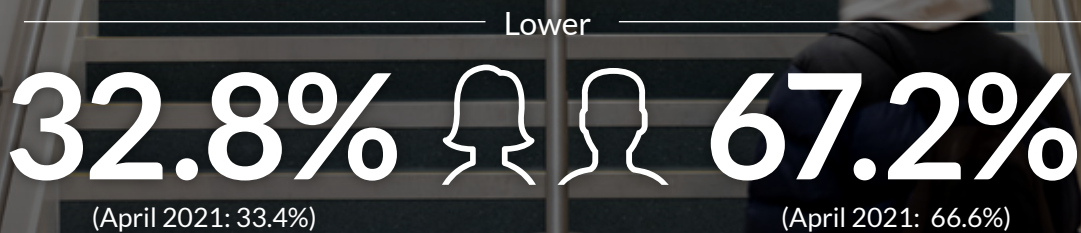
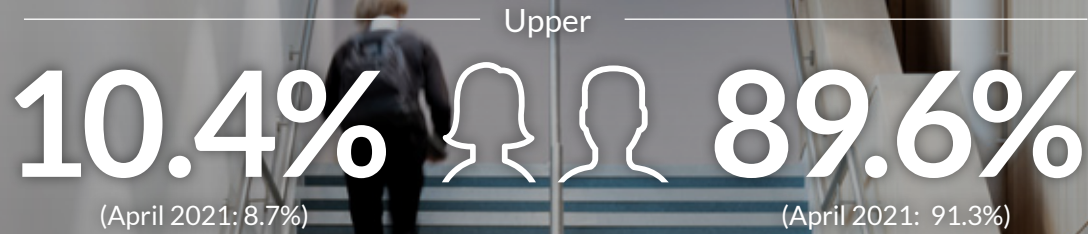
53.9%

(April 2021: 70.0%)

Males not awarded a bonus

46.1%

(April 2021: 30.0%)



Gender pay quartiles

Our pay quartiles show the proportion of female and male employees according to four pay bands.

The bands are defined by ranking all our employees from the highest to the lowest paid, then divided into four equal parts to show the percentage of males and females in each of the quartiles.

We have increased the proportion of females in the highest quartile, and decreased the proportion in the lower two quartiles.

Closing our gap



Early careers

We believe that facilitating early talent diversity is a great way to bring diversity of thought, approaches and innovation across the business and this also allows us to tackle the skills shortage in our industry. Early careers remain a key area of focus for many of our recruitment activities, enabling us to grow our own talent. We are constantly reviewing our recruitment practices to ensure that we are inclusive and are attracting candidates from diverse backgrounds.

We are proud to have received a Gold Award through The 5% Club's Employer Audit Scheme for early careers for the second year running. We have been a member of The 5% Club, which recognises the UK's best employers of apprentices, graduates and degree placement students, since 2017. It explores students' plans for future growth as well as our approach to inclusion and social mobility. We have also been ranked second in the list of 100 apprentice and graduate employers by JobCrowd.



Inclusive recruitment and progression

Increasing the representation of females across all levels of our business through recruitment and succession planning is a key way in which we can close the gender pay gap.

In mid-2022, we started working with The Clear Company on their Clear Assured inclusion standard, and were awarded Bronze accreditation in January 2023. This process involved assessment across wide-ranging areas that influence diversity, in particular looking at our recruitment processes, policies and commitment to flexible working. Achieving the Bronze standard reflects a cultural shift in recruitment and retention practices, where embedding inclusivity is recognised as core to strategy. We will continue to develop our work in this area as part of our ongoing journey with Clear Assured.



Agile working

We continue to promote our Agile Working programme and to encourage people to think about how agile and flexible working can support them. Our commitment to agile working is included in all of our job adverts and we encourage this to be discussed as part of the recruitment process. We offer arrangements such as job shares, compressed hours, sabbaticals and return to work programmes to suit individual needs while meeting the requirements of the business and also continue to champion technology that supports remote working. This helps us to create a more inclusive culture and improves our ability to retain and gain the right people from more diverse talent pools. It reinforces that we support those with commitments outside of work and puts the focus on outputs and delivery.

Closing our gap (continued)



Training and development

Training and education can play a key role in supporting people in their progression and understanding the benefits of a diverse team. We have mandatory e-learning modules on Diversity and Discrimination for all new employees, and this is also a big focus in our Corporate Induction sessions. In 2023, we will be rolling out more focused training and education in relation to Equity, Diversity and Inclusion.



Employee engagement

Our Employee Engagement Group has strengthened the voice of our employees at Board level and throughout the Group, and this has continued to grow and develop since its launch in

2020. Through this group, the Board assesses and monitors the company's culture and ensures that the views of employees are taken into account. Themes such as development, progression, inclusivity and culture are often discussed.



Promoting inclusion by sharing experiences

As part of our commitment to promoting inclusion, we have started a new series which puts a spotlight on different communities across the UK through blogs and interviews. The series aims to break down barriers by educating people about the experiences of individuals, sharing commonalities and celebrating differences. It has included religious festivals such as Eid, Easter and Hannukah, experiences of gay men in the construction industry as well as blogs for women in construction.

