



Gender Pay Report 2024

Taking action

Everything we do is defined by our team, which is why we focus on being a people-orientated, progressive and values-driven business. That means breaking down the barriers that have led to a significant gender pay gap in our industry, and empowering and enabling women in our business.

We have always acknowledged that making meaningful changes to the longstanding gender pay gap in our industry would take time and a number of different measures. As we present our third year of data as a standalone construction group, we are seeing some improvement in our gender pay and bonus gaps. This report provides our gender pay data as at 5 April 2023 and provides an overview of the actions we are taking to close our gender pay gap.



Bill Hocking,
Chief Executive.

Closing our gap

Construction has historically employed more men than women, which means not only have there been fewer women in our industry than in others, but the number of women rising to senior positions has been limited, resulting in gender pay and bonus gaps. An important part of closing our gap has been to increase the number of women coming into our business and support them with a range of career development options to progress to more senior positions.

Increasing the proportion of women in construction

Understanding the barriers to drive change

We have commenced research to understand the barriers to women's progression using external and internal research to form a strategy that will position Galliford Try as a recognised place for women to establish long-term, flexible careers. The research looks at the challenges faced by women in all industries, the specific barriers for women in operational roles in construction, the stages

of women's careers these derailers take impact, and the areas we need to target to make progress within our own business.

For the reported year, the proportion of women and men across our business remained consistent, with 21% of our employees being women and 79% being men.



Closing our gap (continued)



88%

of women will recommend us as an employer

76%

engagement score from women

Data from our employee survey

Our employee engagement survey provides valuable insights into how we are performing as an employer. In our last survey, we had an 83% participation rate for women. Of those who responded, 88% would recommend us as an employer, which is above the UK benchmark of 81% and higher than the score we received from men in the business. The score women gave us for engagement, which is a measure of people's connection and commitment to the company and its goals, increased from 73% in 2021, to 76% last year. Again, it was higher than the score from men. The average churn rate for women in our business was also lower than the churn rate for men at 10%, decreasing from 13% in 2021.

To complement this data, we carried out a targeted survey within our Infrastructure business for insights into equity, diversity and inclusion at Galliford Try. The results reinforced Group data, with 82% of women reporting that they feel supported to explore career opportunities in

the way they want to, compared to 71% of men; 89% of women feeling valued by their colleagues compared with 86% of men and 84% of women agreeing that leadership is taking actions to create an inclusive working environment for everyone, compared to 78% of men.

These scores demonstrate we are on the right path, and we look forward to improving them further in the future.

Agile working

We implemented a flexible and agile working policy in 2018, enabling employees to balance work around their personal lives, preferences and circumstances. We continue to promote agile working across our organisation using testimonials from employees and their managers.

All our roles are advertised with the option of flexible and agile working and our managers start from a point of 'yes' to an agile working request.

Closing our gap (continued)

We offer arrangements such as job shares, compressed hours such as nine-day fortnights, sabbaticals and return to work programmes to suit individual needs, 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 people from more diverse talent pools. It reinforces that we support individuals with commitments outside of work and put the focus on outputs and delivery.

Just over 20% of women at Galliford Try have a formal agile working arrangement to help them to meet their commitments outside of work while maintaining careers, and many also benefit from informal, ad hoc arrangements.

Internal mobility

Last year, we launched Explore, our internal mobility programme, to ensure we can retain our people while supporting their evolving personal and professional needs. The programme supports our people to achieve their career objectives and

ambitions, by enabling them to move between roles within our organisation. Internal mobility can increase employee satisfaction, productivity and engagement, and can be crucial in retaining talent as their career aspirations evolve, or their needs regarding location or working patterns change.

Role models

Role models allow individuals to see what their future may look like, to show them what is achievable for people who look like them, act like them and have similar interests and capabilities as them. We continue to use the voices and stories of women in our business to provide role models both in our business and beyond. A recent example was a podcast with three senior women, who make up 40% of our Infrastructure Leadership Team, talking frankly about their wide and varied experience, including their different routes into construction, the challenges women face in the sector, and the progress the industry is making in being more inclusive.



Closing our gap (continued)



Early careers
gender pay gap (mean)

-9.6%

Early careers
gender pay gap (median)

-10.0%



Mentoring the Next Generation

Showcasing construction as a rewarding career is important to attracting future talent. Often misconceptions about career opportunities, disciplines, role types and the working environment can negatively influence the way students, parents, carers and teachers may consider our industry. To overcome some of these stereotypes, we work with schools and local communities to correctly portray and promote what our industry has to offer.

Our recently piloted Mentoring the Next Generation Programme has been developed specifically to spark an interest in the construction industry for girls in education, their parents, carers and teachers, and provide them with women mentors from our business to provide valuable insights, advice, support and guidance in the journey to starting their career with us. The three-year programme aims to increase awareness of opportunities and pathways into construction, complete career-matching exercises and offer

individuals the chance to kickstart their careers with Galliford Try.

Early careers

We target early careers as a way of improving the diversity of our business, as well as the gender pay gap, by attracting diverse groups to our business and then supporting them with structured career paths to progress to senior levels.

In 2023, we were one of 20 employers from a total of more than 600 to receive a Platinum Award through The 5% Club's Employer Audit Scheme, which recognises the UK's best employers of apprentices, graduates and degree placement students across areas including inclusion and social mobility, the quality of training and development and future growth of 'earn as you learn' opportunities.

In addition, we were voted the Best Construction and Civil Engineering Company for Graduates, and second best for apprentices, by The JobCrowd,

Closing our gap (continued)

an employer-ranking system based on employee feedback across 13 aspects, including company culture and support received.

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 across this group.

Training and education

Inclusive leadership capability

Leadership attitudes, behaviours and actions shape the culture of our organisation. We are empowering senior leadership to build inclusive teams and support individuals to meet their full potential in the workplace recognising the

different needs of individuals. In 2023, we added to our activities with new modules featuring compelling insights, practical guidance and tools for every leadership team, to be supported by individual and team action plans.

Women's health

The British Medical Association recognises a 'gender health gap' through which women fare more poorly compared with men in relation to disease prevalence, access to healthcare, and outcomes after treatment. Many women experience a range of different health challenges throughout their lives. It's important that we understand how all of these stages can affect people and learn how we can support individuals both inside and outside of the workplace.

Women's health has therefore been a long-running theme of our wellbeing programme, which has featured support from subject matters experts and medical professionals hosting bespoke webinars for our people covering areas such as breast



Closing our gap (continued)



cancer, periods, fertility and menopause.

In 2022, we launched a Menopause Policy and signed the Menopause Workplace Pledge to reduce the risk of menopause being a barrier for women as they navigate health with career progression. Our approach includes training for managers and colleagues and it highlights adjustments which can be made at work to help manage menopausal symptoms such as providing more breaks, supporting flexible working hours or arrangements to help manage symptoms, enabling temperature control, providing access to a rest room, and offering an Employee Assistance Programme and other sources of support.

The Clear Assured scheme, a globally-recognised standard for inclusion. The benchmark assesses wide-ranging areas that influence the diversity of an organisation including work on recruitment processes, commitment to flexible working and inclusive working environments.

Achieving the Bronze standard reflects a cultural shift in recruitment and retention practices, where embedding inclusivity is recognised as core to strategy. We continue to work with The Clear Company to develop our approach to inclusion to retain momentum in this very important area.



External validation

In 2023, we were awarded Bronze for our commitment to embedding inclusive practices across the organisation in our first review under

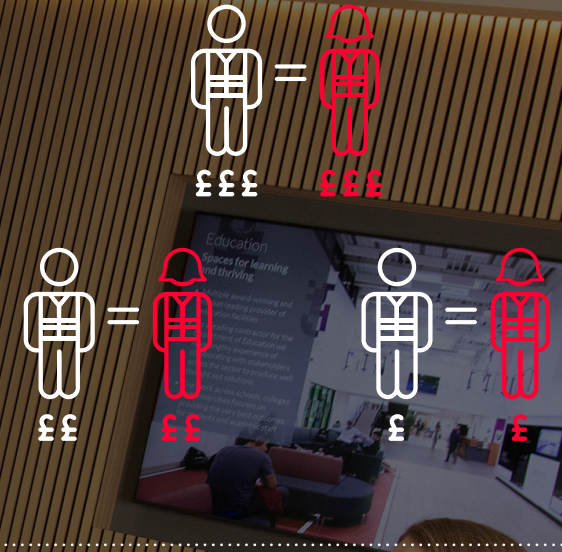
Reporting explained

This report provides our gender pay data as at 5 April 2023. This report does not include data from AVRS which was not part of Galliford Try for the reported period. We look forward to including the data next year.

The current UK gender pay gap reporting requirement is to report gender in a binary way as women and men. However, we enable data on all genders to be captured in our employee records.

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 men, 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.



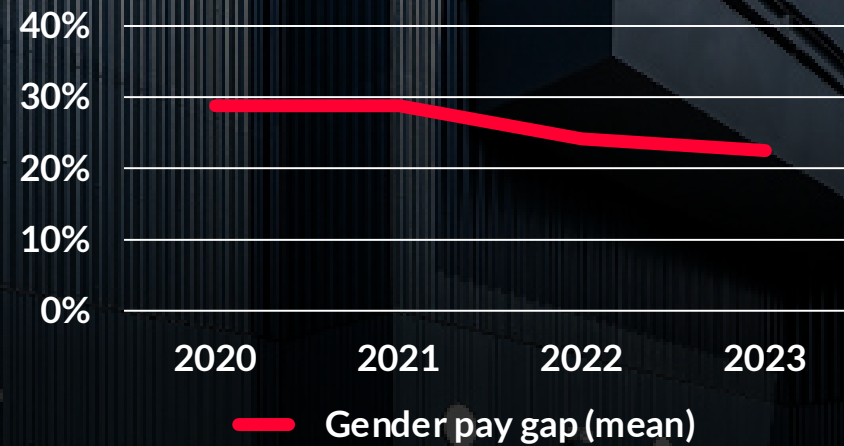
Our Gender Pay Report

Progress since 2020

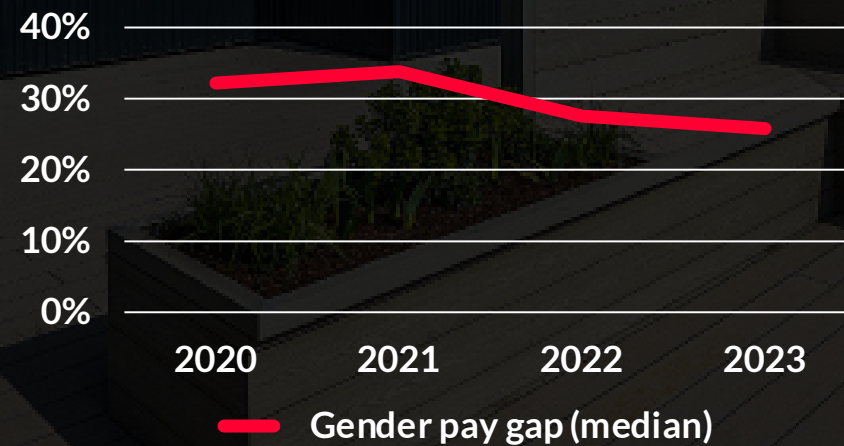
Since 2020, we are pleased to report a:

- Reduction in mean gender pay gap from 28.8% to 22.5%.
- Reduction in median gender pay gap from 32.2% to 25.8%.

Gender pay gap (mean)



Gender pay gap (median)



Our Gender Pay Report

Pay and bonus

The mean gender pay gap decreased from 24.1% to 22.5% 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 27.6% to 25.8%.

There was an increase in the proportion of women awarded a bonus in the period. The mean bonus gap decreased but the median bonus gap rose.

Gender pay gap - mean

22.5%

(April 2022: 24.1%)

Gender pay gap - median

25.8%

(April 2022: 27.6%)

Gender bonus gap - mean

60.8%

(April 2022: 72.0%)

Gender bonus gap - median

60.0%

(April 2022: 55.9%)

Women awarded a bonus

69.1%

(April 2022: 63.4%)

Women not awarded a bonus

30.9%

(April 2022: 36.6%)

Men awarded a bonus

63.4%

(April 2022: 53.9%)

Men not awarded a bonus

36.6%

(April 2022: 46.1%)

Women

Men

10.1%

(April 2022: 10.4%)

89.9%

(April 2022: 89.6%)

Upper

15.5%

(April 2022: 15.3%)

84.5%

(April 2022: 84.7%)

Upper mid

27.3%

(April 2022: 26.9%)

72.7%

(April 2022: 73.1%)

Lower mid

32.8%

(April 2022: 32.8%)

67.2%

(April 2022: 67.2%)


Lower

Gender pay quartiles

Our pay quartiles show the gender of 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 women and men in each of the quartiles.

Overall, for the reported year, the proportion of women in each quartile has remained consistent. As described on page 10, since 2020, the percentage of women in the upper quartile has increased, and the proportion of women in the lowest quartile has decreased.



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