



# Gender Pay Report 2022

# Foreword from the Chief Executive

We recognise that diversity of thought, approaches and experiences enrich our culture so we continually strive to create an environment which is inclusive.

Historically the construction industry has had fewer female employees than other industries, and this difference is typically heightened at senior levels, where there have been fewer females to progress through the ranks. This difference influences the pay gap as, if a significant proportion of senior, higher paid roles are carried out by males, there would be a significant pay gap.

For the reported year, the proportion of males and females across Galliford Try remained stable with 23% of our employees being female and 77% being male.

Our data shows that our mean gender pay gap has remained unchanged at 28.8% which is the same as that in our previous reporting period. This means that the gap between our average pay rates for men and women is unchanged from our previous reporting period.

Our data for early careers also provides a great

indication of the progress we are making in narrowing the gender pay gap and we have a negative gender pay gap in this population. This is explained by the fact that we have increased the number of female graduates across this population.

Many other areas covered in this report tell a similar story to last year which reinforces our need to look beyond our 'pay gaps', continuing our focus on our intentions and activities that encourage more females into our sector, widening the pools from which we recruit from, ensuring we are creating an inclusive and flexible culture to enable and retain females and then support them to develop and progress their careers by listening to and understanding their experiences.

We hope that, as we continue on our journey of further addressing the barriers to women and other underrepresented groups of attraction, retention and progression, across our industry, our progress will be reflected in future reports.



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

**Bill Hocking,**  
**Chief Executive.**

# Reporting explained

From April 2018, companies have been required to disclose a number of specific gender pay and bonus comparisons on an annual basis. This report provides our data as at 5 April 2021.

This report does not include data for nmcn water and Lintott which were not part of Galliford Try for the reported period.

## Equal pay

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



## The gender pay gap

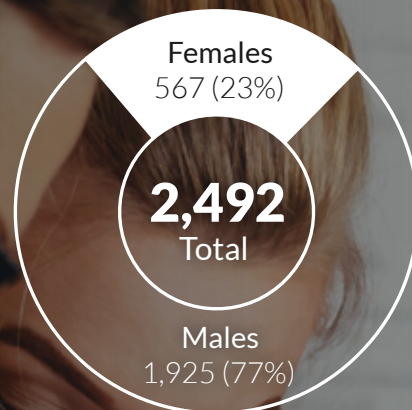
This is the difference between the gross hourly earnings for all men and the gross hourly earnings for all women. So, if a significant proportion of senior, higher paid roles were carried out by males, there would be a significant pay gap.

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 23% of our employees being female and 77% being male.



# Our Gender Pay Report

## Early careers

Our data for early careers provides a great indication of the progress we are making in narrowing the gender pay gap as this population represents the talent joining our business at an entry level, with the ambition of developing this talent into senior roles over time. A better ratio of females and males in this population can therefore help us to close historic gender pay gaps in our industry.

Our mean and median gender pay gaps are negative, showing a trend in favour of female populations. This can be attributed to the fact that we have more females in our graduate programmes than in our apprentice and trainee schemes and that the graduate schemes tend to have higher initial salaries. However, in the reported year, in line with our people strategy, we increased the number of female apprentices/trainees which is influencing the gap.

Early careers gender pay gap - mean

# -10.7%

(2020: -12.4%)

Early careers gender pay gap - median

# -7.8%

(2020: -10.8%)

## Pay and bonus

The mean gender pay gap remained unchanged from last year at 28.8%. As outlined on page three, the mean gender pay increases where there are more males in senior, higher paid positions and can be skewed by fewer individuals earning more in the upper ranges.

The median figure is an indicator of 'average' earnings. In this reporting period, our median gender pay gap has increased slightly.

There was a rise in the proportion of both females and males paid a bonus in 2020 and it is positive to see the mean and median bonus pay gap has decreased since last year.

Gender pay gap - mean

**28.8%**

(2020: 28.8%)

Gender pay gap - median

**33.8%**

(2020: 32.2%)

Gender bonus gap - mean

**49.1%**

(2020: 65.5%)

Gender bonus gap - median

**38.2%**

(2020: 44.9%)

Females awarded a bonus

**62.1%**

(2020: 37.1%)

Females not awarded a bonus

**37.9%**

(2020: 62.9%)

Males awarded a bonus

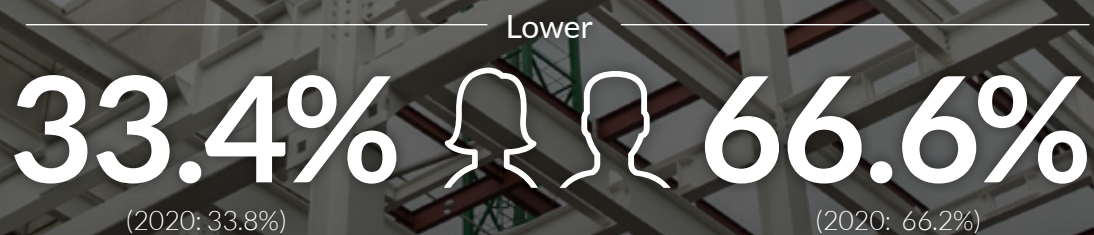
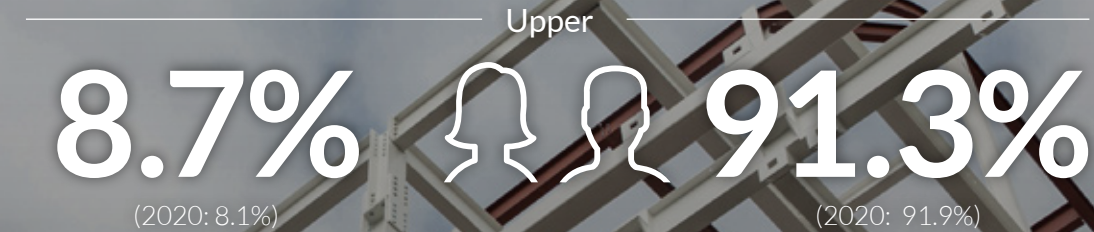
**70.0%**

(2020: 43.3%)

Males not awarded a bonus

**30.0%**

(2020: 56.7%)



## 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 slightly the proportion of females in the highest quartile.

# 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 are therefore a key area of focus for many of our recruitment activities, enabling us to grow our own talent. We do this by taking part in school and college engagement to promote our industry to those in education and we invite school and college students to our sites to give insights into what construction is all about.

We have adjusted our recruitment practices to be more inclusive resulting in 41% of our 2021 graduate intake being female. We also promote the role of STEM (Science, Technology, Engineering and Mathematics) by forming links with local communities and highlighting the varied opportunities available within construction to inspire the next generation of new entrants.



## 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.

We are an equal opportunities employer and enjoy, promote and value a diverse workforce, creating an inclusive environment where everyone is able to truly be themselves and has the opportunity to achieve their potential.

In 2020, we took the additional step of reviewing all our recruitment policies from a diversity perspective to ensure that we promote our inclusive nature and ensure we word job vacancies using language that illustrates we value diversity and welcome people from all backgrounds.

We also publish our family-friendly policies on our website to enable greater transparency as a potential employer and through recruitment.

We ensure that all policies, processes and procedures are reviewed annually to ensure fairness and equity in all things that impact on our people.



## Agile working

Our Agile Working programme, supported by our investment in technology, has empowered our employees with flexibility in when, where and how they work, since long before the Covid-19 pandemic. In addition to remote working, 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. Adopting this flexibility 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

# Closing our gap (continued)

those with commitments outside of work and puts the focus on outputs and delivery.

## 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. Our highly interactive e-learning courses provide employees with practical, engaging scenarios about inclusion and diversity in real-life situations and test their knowledge through quiz-style questions. Course completion is mandatory for new starters, as part of our induction process, meaning our teams have clarity on where we stand as a business from day one. Refresher modules mean the message is reinforced. The importance and benefits of inclusivity are also reinforced in our corporate inductions, development programmes and our Code of Conduct - *Doing the right thing*.

## Employee engagement

We established an Employee Engagement Group to strengthen the voice of our employees at Board level and throughout the Group. 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. Our recent employee survey confirms that our culture is one that is supportive of females with:

- 88% of females recommending Galliford Try as a great place to work.
- 85% of females stating their manager genuinely cares about their wellbeing.
- 84% of females stating they are genuinely supported to work in an agile or flexible way.

