



Gender pay report 2020

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Enrichment through inclusion

As a people-orientated organisation we believe that success comes from our people and that diversity of thought, approach and experience enrich our culture

This is why we strive to create well-balanced, talented teams that are motivated to perform.

Our starting point is creating an environment where everyone feels welcomed, valued and included so they are motivated to give their best whatever their background.

Under legislation, companies with more than 250 employees became required to disclose annually a number of gender pay and bonus comparisons. This report provides our data from April 2018 to April 2019, so includes our housebuilding businesses which we sold in January 2020.

The gender pay gap is the average difference between hourly wages for men and women. It is different to equal pay, through which men and women are equally paid for the same job.

We realise there is a gender pay gap in our industry and business but more importantly we know why it exists - the underrepresentation of women in our industry and a lack of women at all levels. We are committed to addressing these issues at the roots by raising awareness of our industry and the fantastic opportunities available within it to



wider talent pools through our work with schools, colleges, universities, STEM ambassadors and events like Open Doors. We also promote the image of construction through the Considerate Constructors Scheme.

“ We are committed to addressing these industry issues at the roots”

We embrace movements like Women in Construction to challenge historic views and showcase female role models, and we embed agile working practices to empower our people to work around their personal commitments.

Real change takes time to implement and I know that there is more for us and our industry to do. I am personally committed to making this happen at Galliford Try.

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

Bill Hocking, Chief Executive.

Recruitment, retention and progression

Attracting and retaining the right talent is critical to our success. We employ a number of methods to ensure we attract diverse talent and our gender-focused activities can be seen to the right.

Objective

Recruitment

- Policies.
- Review of our approach to early careers recruitment.
- Shortlisting female candidates for all senior management positions.
- Corporate induction.
- Development of a women returners programme.

Retention

- Establish a women's forum/network.
- Promotion of flexible working and increased promotion of career breaks.
- Family-friendly policies.

Progression

- Monitoring pipeline of talent.
- Inclusive development programmes.

Progress made

- Reviewed all policies through a diversity lens.
- Changed our approach to ensure a more inclusive focus (less emphasis on traditional technical skills - remodelled assessment centre).
- Shortlisting female candidates is a requirement for all senior positions.
- Inclusion session for all new employees included in our inductions.
- Proposal developed.
- Established and held first event.
- Promotion of our Agile Working programme.
- Part of wider encouragement of flexible/agile working.
- Development plans for all females in talent pools.
- Senior females attending specific external personal development programmes eg School for CEOs Runway programme.

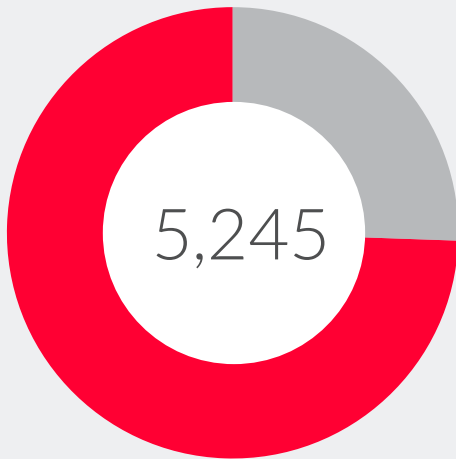
Future

- All family-friendly policies to be published on our website to enable greater transparency as a potential employer and through the recruitment process.
- Focused recruitment from outside of the traditional 'engineering degrees'.
- Continue to increase the conversion of candidates to offers.
- Refinement of session and reinforce importance of our Diversity & Discrimination training modules.
- Implementation and promotion in 2020/21.
- Further network events planned in 2020.
- Refresh and update our Agile Working programme with best practice case studies.
- Review of our maternity and adoption leave policies.
- Introduction of mentoring/reverse mentoring programme for females in talent pool.
- Inclusive recruitment project to be launched in 2020 building on our values-based recruitment workshops.



Gender pay and bonus statistics

The gender pay gap is the difference in average pay between men and women regardless of their role. It is different from equal pay which covers the pay difference between men and women who carry out the same job. At Galliford Try, where males and females perform the same job, and have the same skills and experience, they are paid equally.



Total number of employees

- Male 3,896 (74.3%)
- Female 1,349 (25.7%)

Salary and bonus payments

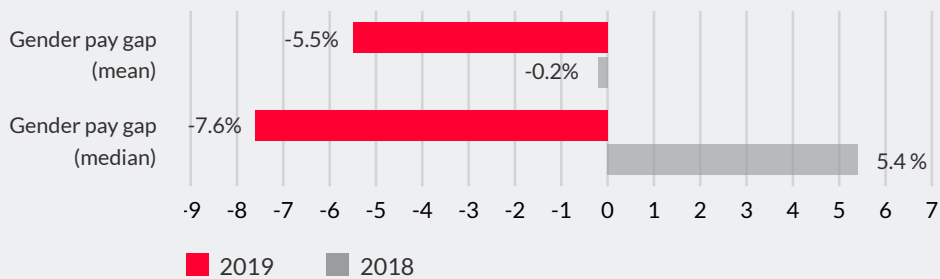
As in 2018, a key reason for our gender pay gap is the underrepresentation of women in the organisation as a whole (25.7%); and the lack of women in more senior roles, albeit the latter figure is improving.

In a historically male sector such as construction, this is not unusual, and, again, we remain committed to taking action to improve these statistics.



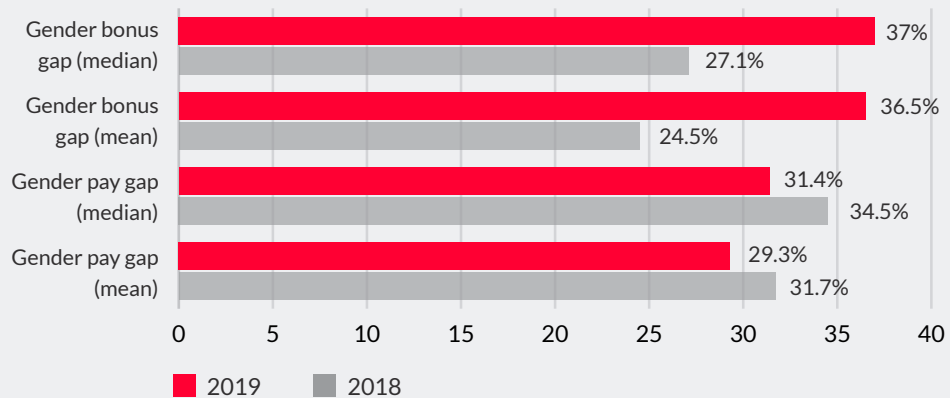
Early careers

Data for our early careers population shows that we have a mean gender pay gap of -7.6% (2018: 5.4%) and median pay gap of -5.5% (2018: -0.2%) across our graduates, apprentices and trainees. This is primarily explained by the fact that the female 'early years' tend to be recruited for graduate roles which are higher paid than apprentice roles.



All staff

Our gender mean and median pay gaps have both reduced from 31.7% to 29.3% and 34.5% to 31.4%, respectively. Our gender bonus gap has increased. This is because 2018 was a better year than 2019 for our now demerged housebuilding businesses, so higher bonuses were awarded across roles such as sales which have a higher portion of females.

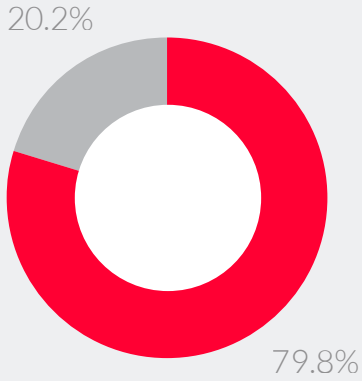


Bonus recipients

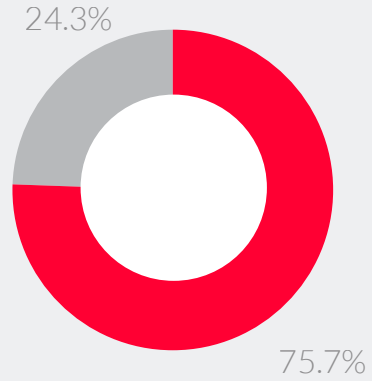
We are pleased that the portion of females who received a bonus this year increased from 75.7% to 79.8%. This demonstrates our efforts to reward on merit.



Females awarded a bonus in 2019

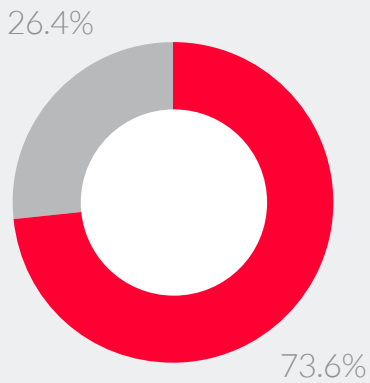


Females awarded a bonus in 2018

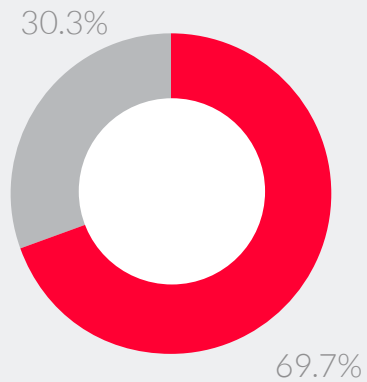




Key:  Female (bonus received)  Female (no bonus)

Males awarded a bonus in 2019



Males awarded a bonus in 2018

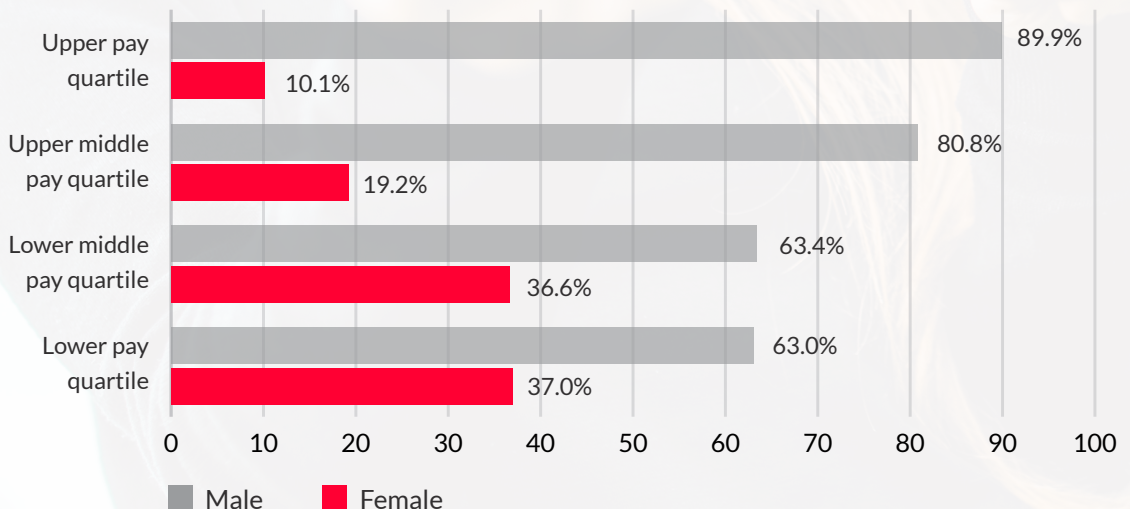


Key:  Male (bonus received)  Male (no bonus)

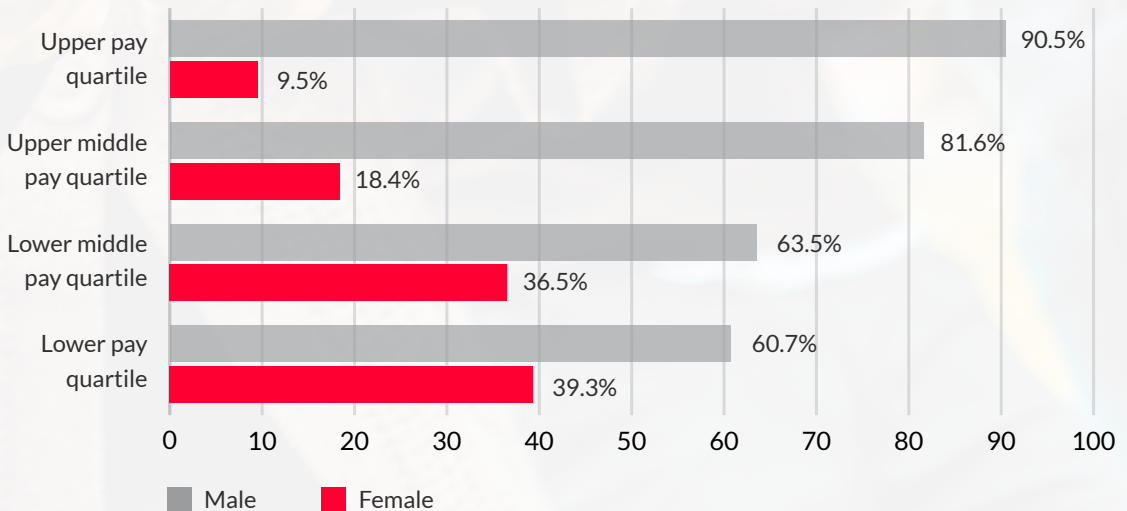
Gender pay quartiles 2019

We're encouraged to see a slight increase in the number of females represented in the higher two pay quartiles within the group.

Gender pay quartiles - 2019



Gender pay quartiles - 2018



NB: these 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 dividing this into four equal parts and showing the percentage of males and females in each of the quartiles.





We remain committed to operating an inclusive environment where everyone has an equal opportunity to achieve their potential and look forward to reporting on gender pay in 2020.



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