

# GENDER PAY REPORT 2019



At Galliford Try, we:

- Are an equal opportunities employer.
- Promote and value a diverse workforce and the advantages that inclusivity offers.
- Are committed to addressing the underrepresentation of women in our sector.
- Are pleased to provide below our second annual Gender Pay Report.

From April 2018, companies are required to disclose annually a number of specific gender pay and bonus comparisons. This is our second report and provides our data for 2018.

This year, we are particularly pleased to report that, within our early careers population comprising graduates, trainees and apprentices, we have a mean gender pay gap of -0.2% and median pay gap of 5.4%. This is well below the national median pay gap of 17.9%.

Early careers are the focus of many of our recruitment activities, allowing us to grow our own talent, and so this measure provides a good indicator of the direction we are taking at grassroots level. We also provide an update on our plan to address the challenges of recruiting, developing and retaining female talent within our business in the long-term as detailed below.

## RECRUITMENT

Objective	Progress made	Future actions
<ul style="list-style-type: none"> <li>■ Promoting careers in construction.</li> </ul>	<ul style="list-style-type: none"> <li>■ Supported the Women in Property Student Awards for the third year running.</li> <li>■ Achieved a mean gender pay gap of -0.2% and median pay gap of 5.4% in our early careers population.</li> </ul>	<ul style="list-style-type: none"> <li>■ Continued promotion in all areas we operate in.</li> </ul>
<ul style="list-style-type: none"> <li>■ Targeted recruitment campaigns.</li> </ul>	<ul style="list-style-type: none"> <li>■ Participated in the Women in Construction summit and sponsored a Highways England Diversity event.</li> </ul>	<ul style="list-style-type: none"> <li>■ Increased use of direct sourcing.</li> </ul>
<ul style="list-style-type: none"> <li>■ Shortlisting female candidates for all senior management positions.</li> </ul>	<ul style="list-style-type: none"> <li>■ Shortlisting female candidates is a requirement for all senior positions.</li> </ul>	<ul style="list-style-type: none"> <li>■ Increase the conversion of candidates to offers.</li> </ul>
<ul style="list-style-type: none"> <li>■ Development of a women returners programme.</li> </ul>	<ul style="list-style-type: none"> <li>■ Proposal developed.</li> </ul>	<ul style="list-style-type: none"> <li>■ Implementation and promotion in 2019.</li> </ul>

## RETENTION

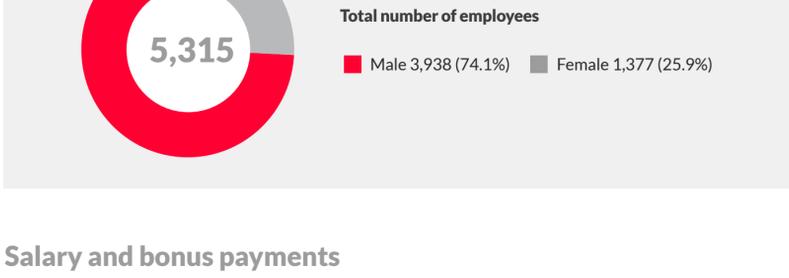
Objective	Progress made	Future actions
<ul style="list-style-type: none"> <li>■ Establish a women's forum/network.</li> </ul>	<ul style="list-style-type: none"> <li>■ Established and held first event.</li> </ul>	<ul style="list-style-type: none"> <li>■ Development of follow-up events and promotion.</li> </ul>
<ul style="list-style-type: none"> <li>■ Promotion of flexible working arrangements.</li> </ul>	<ul style="list-style-type: none"> <li>■ Implementation of a bespoke Agile Working guide.</li> </ul>	<ul style="list-style-type: none"> <li>■ Continued promotion and monitoring of best practice.</li> </ul>
<ul style="list-style-type: none"> <li>■ Increased promotion of career breaks.</li> </ul>	<ul style="list-style-type: none"> <li>■ Part of wider encouragement of flexible/agile working.</li> </ul>	<ul style="list-style-type: none"> <li>■ Targeted increase in numbers.</li> </ul>

## PROGRESSION

Objective	Progress made	Future actions
<ul style="list-style-type: none"> <li>■ Monitoring the pipeline of talent.</li> </ul>	<ul style="list-style-type: none"> <li>■ Embedded talent management and succession.</li> </ul>	<ul style="list-style-type: none"> <li>■ Development plans for all females in talent pools.</li> </ul>
<ul style="list-style-type: none"> <li>■ Inclusive development programmes.</li> </ul>	<ul style="list-style-type: none"> <li>■ All development programmes have been reviewed in this area – received the Innovation Award for Inclusion &amp; Diversity from NextGeneration.</li> </ul>	<ul style="list-style-type: none"> <li>■ Inclusive recruitment project to be launched in 2019.</li> </ul>
<ul style="list-style-type: none"> <li>■ Sponsorship/coaching programmes.</li> </ul>	<ul style="list-style-type: none"> <li>■ Launch of the parent-to-parent mentoring scheme.</li> </ul>	<ul style="list-style-type: none"> <li>■ Further embed and develop other mentoring schemes.</li> </ul>

## GENDER PAY & 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 or similar jobs. At Galliford Try, where males and females perform the same job, and have the same skills and experience, they are paid equally.



## Salary and bonus payments

### Early careers

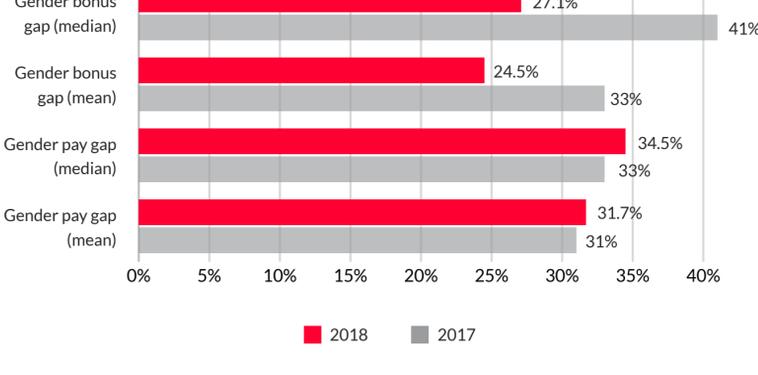
We are delighted to report on the gender pay gap within our early careers population for the first time.

Our data shows that we have a mean gender pay gap of -0.2% and median pay gap of 5.4% across our graduates, apprentices and trainees. As this is a key population within our Group, this is very positive and we hope to improve on this further.



### All staff

We're pleased that the mean gender bonus gap has significantly reduced from 41% to 27.1% and the median gender bonus gap has reduced from 33% to under 25%, however, we note that our pay gap has increased slightly in the year and we continue to target a reduction as outlined earlier in this report.

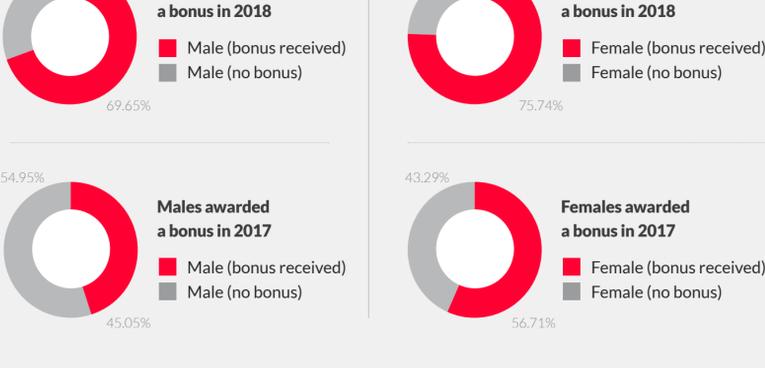


As in 2017, a key reason for the gender pay gap is the underrepresentation of women in the organisation as a whole (25.9%); and the lack of women in more senior roles, albeit the latter figure is improving.

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

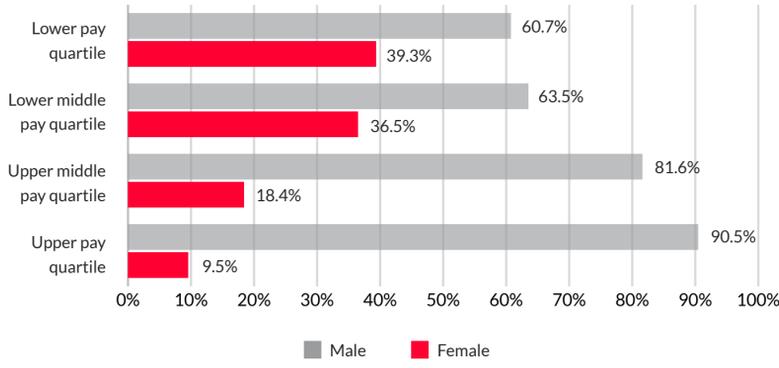
## Bonus recipients

We are pleased that the portion of females who received a bonus this year increased by 33.6%. This demonstrates our efforts to reward on merit.



## Gender pay quartiles - 2018

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



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 pay, then dividing this into four equal parts and showing the percentage of males and females in each of the quartiles.

We continue to be committed to ensuring that all employees continue to be paid equally and fairly and are pleased that we have made some positive moves this year, including across our early careers population. We recognise the gender pay gap within our industry and business and we are taking action to increase both the percentage of females within our organisation and the percentage of females in higher paid roles. We have a solid plan in place to improve our performance and look forward to reporting on this next year.

*Peter Truscott*

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Galliford Try Employment Limited (March 2019)