

Gender Pay Report 2025

Foreword

As a people-orientated organisation, we believe that diversity enriches our culture so we strive to create an inclusive environment that reflects the diversity of the communities we serve, and enables all individuals to reach their potential.

Women are still underrepresented in construction, and the gender pay gap in our industry remains high. This is why our Sustainable Growth Strategy targets year-on-year increases in the number of women across all levels in our organisation, attracting more women to Galliford Try, supporting them to develop rewarding careers with us, and ensuring they continue to choose us as an employer as they progress professionally.

We are making progress with this since we first started reporting gender pay as a result of the initiatives that we have put in place, as detailed on pages 6 to 11 of this report, but we recognise that it will take time to see the full benefit of our efforts. There is more work to do too, so we continue to review and evolve how we can attract more women into our business and provide the tools and environment to enable them to succeed. This report sets out our progress in the last year and plans for the future.

Since 2020, we have:

- Decreased the mean gender pay gap from 29% to 24%.
- Decreased the median gender pay gap from 32% to 28%.
- Increased the percentage of women receiving a bonus from 37% to 78%.
- Decreased the mean gender bonus gap from 66% to 57%.



Bill Hocking,
Chief Executive.

Our Gender Pay Report

This report outlines Galliford Try's gender pay gap, the definition of which is explained on the right.

The gender pay gap is different to equal pay, which is when women and men are paid the same rate for the same work. At Galliford Try, where individuals perform the same job, and have the same skills and experience, they are paid equally across genders.

This report provides our gender pay data as at 5 April 2024.

The current UK gender pay gap reporting requirement is to report gender in a binary way, as women and men.

Equal pay

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



The gender pay gap

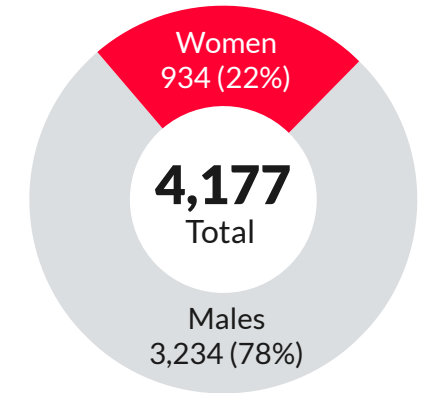
The gender pay gap is the difference between the gross hourly earnings for all women and the gross hourly earnings for all men. So, if a significant proportion of senior, higher paid roles were carried out by one gender, there would be a significant pay gap.

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



Our Gender Pay Report

For the reported year, the proportion of females across our business increased by 112 to 943, representing 22% compared with 21% (822 women) the previous year.



Pay and bonus

The mean gender pay gap increased from 22.5% to 24.1% and the median gender pay gap increased from 25.8% to 27.7%. This is because the biggest increases in women employed in our business were in the lower mid and lower pay quartiles in our business, which had the benefit of increasing the proportion of women in our business but had a negative effect on the gender pay gap.

There was a rise in the proportion of women awarded a bonus for the fourth year in a row.

Gender pay gap - mean

24.1%

(April 2024: 22.5%)

Gender pay gap - median

27.7%

(April 2024: 25.8%)

Gender bonus gap - mean

56.9%

(April 2024: 60.8%)

Gender bonus gap - median

50.0%

(April 2024: 60.0%)

Women awarded a bonus

77.8%

(April 2024: 69.1%)

Women not awarded a bonus

22.2%

(April 2024: 30.9%)

Men awarded a bonus

72.5%

(April 2024: 63.4%)

Men not awarded a bonus

27.5%

(April 2024: 36.6%)

Women

Men

Upper

9.9%

(April 2024: 10.1%)

90.1%

(April 2024: 89.9%)

Upper mid

16.2%

(April 2024: 15.5%)

83.8%

(April 2024: 84.5%)

Lower mid

28.4%

(April 2024: 27.3%)

71.6%

(April 2024: 72.7%)

Lower

35.0%

(April 2024: 32.8%)

65.0%

(April 2024: 67.2%)

Gender pay quartiles

Our pay quartiles show the gender of our people according to four pay bands.

The bands are defined by ranking all individuals 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 the upper quartile has largely remained consistent and we have seen increases in the percentage of women in the upper mid, lower mid and lower quartiles.

We are making efforts to ensure we retain the women we have in senior positions while supporting women across all levels of the organisation to progress their careers with the aim to increase the proportion of women in the higher paid quartiles over time.

Closing our gap

There continues to be a gender imbalance in the construction industry, with fewer women than men occupying roles within the sector. Workforce participation plays a significant role in shaping the gender pay gap, so an important part of influencing the gender pay gap in our business is to increase the proportion of women joining our business, put in place the policies and practices to support them in their roles, and provide career development pathways for them to progress to more senior positions so they continue to choose us as an employer.

Advancing Equity, Diversity and Inclusion (EDI) and gender balance across Galliford Try is an important part of our business strategy so that we have the benefit of the vast experiences and insights different individuals bring to our organisation, and so that each individual feels valued, included and motivated to give their best.

Our EDI efforts focus on four key areas:


- Inclusive Leadership – equipping our leaders with the necessary resources and support to

lead inclusively and drive meaningful change.

- Retention – creating an equitable and inclusive workplace that fosters a sense of belonging and supports our people to thrive.
- Talent Attraction – ensuring an inclusive recruitment process by removing barriers and increasing diversity in the pool of applicants we attract.
- External Engagement – collaborating with clients and key supply chain partners to build an inclusive industry fit for the future.



Closing our gap (continued)



84%

of women say Galliford Try
is a great place to work

70%

of women intend to build a
long-term career with us

Increasing the proportion of women in construction

Understanding barriers for women in the workplace

We have been working with an external partner to conduct macro and micro research into the barriers women face in progressing their careers in the industry and in Galliford Try. This research has enabled us to identify the specific areas we need to target to develop the right internal culture to position Galliford Try as a place that is recognised as enabling women to establish long-term, flexible careers. Opportunities for Galliford Try featured in this action plan cover learning and development, career planning, pay, and greater representation of female role models at senior levels.

Positively, the research showed that the experience women have at Galliford Try is at least in line with their expectations, and often better. This is an important factor for retention:

- 84% of the women that responded to the survey feel that Galliford Try is a great place to work.
- 70% of women said that they intend to build a long-term career at Galliford Try, over five years.
- 41% of women said their role was in line with expectations, with 50% stating their experiences were better or significantly better than expected.
- 37% of women said work-life balance was as expected, and 51% said it was better or significantly better than expected.
- 47% of women said training and career progression opportunities were as expected, and 34% said they were better or significantly better than expected.

Closing our gap (continued)

Family-friendly policies

The Chartered Institute of Personnel and Development (CIPD) outlines that gender pay gaps are the outcome of economic, cultural, societal and educational factors, and the costs of childcare and caring responsibilities have been identified as particular problems that affect women's participation in the labour market and influence of the pay-gap.

We have enhanced our family-friendly benefits as follows:

- Maternity pay offering: we now offer 26 weeks of full pay, 13 weeks of statutory maternity pay and enhance this with a £2,500 bonus for women who remain in employment with us 12 months after returning from maternity leave. We have also enhanced our paternity pay to full pay for three weeks.
- Agile working: we have promoted a flexible and agile working approach supported by a policy since 2018, enabling our people

to maintain careers, while balancing work around their personal lives, preferences and circumstances. 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. We offer arrangements such as job shares, compressed hours, sabbaticals, remote working and return to work programmes. This supports individuals with commitments outside of work and improves our ability to retain and gain people from these diverse talent pools. Just over 25% of women at Galliford Try have an agile working arrangement and many also benefit from informal, ad hoc arrangements.

Supporting career development

In 2024, we launched two programmes which aim to provide clarity, consistency and transparency in how our people can progress their careers within Galliford Try.

- Careers without Compromise: this approach



Closing our gap (continued)



provides clarity on how to build a successful career development plan and the resources and roles that the individual, line managers and the business play in enabling plans to come to reality.

- Career Paths: our Career Paths give our people an in-depth view of different routes they can take to progress their careers within Galliford Try. Success Factors have been outlined, providing clarity on the key technical and behavioural skills required that can easily be translated into Personal Development Plans.

The individuality of this approach enables our people including women to gain the full benefit of our development programmes and shape their learning in a way that is tailored to their needs and aspirations. In addition to these initiatives, our self-service Learning & Development portal, “The GT Academy”, has recently been relaunched, giving our people better access to a wider variety of

development opportunities and self-assessments at anytime from anywhere.

Internal mobility

We continue to promote “Explore”, our internal mobility programme, to aid retention while supporting our people’s evolving personal and professional needs. The programme supports individuals 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.

Again, according to CIPD, initiatives like this can help support women where work patterns or choices are influenced by matters outside of their control, and, can be more constrained than those available to men.

Closing our gap (continued)

Mentoring the Next Generation

We are playing an active role in attracting more women into the industry and challenging the misconceptions about the industry that many have by highlighting the breadth of exciting career opportunities within our industry.

In 2024, we launched our “Mentoring the Next Generation” programme in conjunction with the Department for Work and Pensions, aiming to attract more females to confidently pursue a career in construction through a three-year, female-led mentoring programme into secondary schools around the UK.

Five schools and circa 50 individuals signed up for the first year. We have commenced plans to expand a roll out for a 2025 cohort within a greater number of schools, offering more females the chance to start their careers with Galliford Try.

Early Careers

We continue to 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. For the second time, we received 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 for our approach to 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 Apprentices, and second best for Graduates, by TheJobCrowd, an employer-ranking system based on employee feedback across 13 aspects, including company culture and support received.

Our mean gender pay gap across Early Careers remains in favour of females, which should help influence the gender pay gap as these individuals progress in their roles.



Closing our gap (continued)



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.

From February 2024 - February 2025, 23 Leadership Teams in Galliford Try completed the Inclusive Leadership programme, consisting of in-person modules, self-evaluations and personal action plans to embed inclusion into their business plans. Throughout 2025, this training will continue to be cascaded throughout the business and be rolled out to the next cohort of leadership roles.

External validation

In 2023, we were awarded Bronze for our commitment to embedding inclusive practices across the organisation in our first review under The Clear Assured scheme, a globally recognised standard for inclusion.

We continue to work with The Clear Company to develop our approach to inclusion to retain momentum in this very important area. 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.

We look forward to reporting our progress across all areas next year.



Thank you for reading our report

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