

The background image shows two construction workers on a site. On the left, a man in a white hard hat with the GallifordTry logo, safety glasses, a blue and white striped shirt, and a high-visibility yellow vest stands with his hands on his hips. On the right, a woman in a white hard hat with the GallifordTry logo, safety glasses, a white and blue striped shirt, and a high-visibility yellow vest is looking at a tablet. She is wearing red gloves and pointing towards a metal structure. The background is a blurred cityscape with greenery.

Gender Pay Report 2026

Foreword

At Galliford Try, we are committed to increasing the representation of women in our business and our industry. Over the past six years, we have worked hard to put several initiatives in place to increase the number and proportion of women across our Group.

On the back of this, and since 2020, we have improved our mean and median gender pay gaps, increased the number of women in our organisation receiving a bonus and decreased our mean gender bonus gap, as outlined on the right.

Importantly, today women comprise 24% of our workforce compared with 22.7% for the reported year and just 15% of the UK construction industry's workforce, and we are committed to growing this number year-on-year. This is a strategic priority for our business and is formalised as a target of our Sustainable Growth Strategy. Our intentions are for this number to continue to rise, and for more women to progress to

more senior roles within our business, and contributing to closing our gender pay and bonus gaps.

I thank all the people across our business and supply chain who continue to promote our industry as an excellent career, to a diverse range of groups, and look forward to continuing the good work and initiatives we have established in our business.



Bill Hocking,
Chief Executive.

Since 2020, we have:

- Decreased the mean gender pay gap from 28.7% to 23.3%.
- Decreased the median gender pay gap from 32.2% to 27.0%.
- Increased the percentage of women receiving a bonus from 37.1% to 83.5%.
- Decreased the mean gender bonus gap from 65.5% to 56.2%.

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 equitably across genders.

This report provides our gender pay data as at 5 April 2025.

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

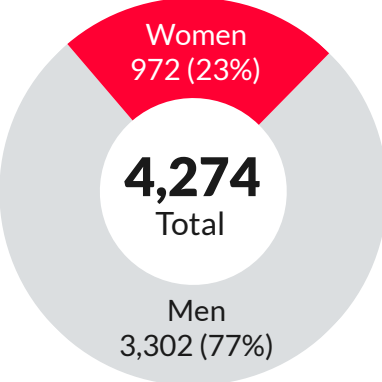
The gender pay gap is the difference between the gross hourly earnings for all women and the gross hourly earnings for all men. So, if a significant proportion of senior, higher paid roles were carried out by one gender, there would be a significant pay gap.

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 women across our business was 972, representing 22.7% compared with 934 women, or 22.4% the previous year.



Pay and bonus

The mean gender pay gap decreased from 24.1% to 23.3% and the median gender pay gap decreased from 27.7% to 27.0%.

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

Gender pay gap - mean

23.3%

(April 2025: 24.1%)

Gender pay gap - median

27.0%

(April 2025: 27.7%)

Gender bonus gap - mean

56.2%

(April 2025: 56.9%)

Gender bonus gap - median

60.0%

(April 2025: 50.0%)

Women awarded a bonus

83.5%

(April 2025: 77.8%)

Women not awarded a bonus

16.5%

(April 2025: 22.2%)

Men awarded a bonus

76.6%

(April 2025: 72.5%)

Men not awarded a bonus

23.4%

(April 2025: 27.5%)

Women

Men

Upper

10.6%

(April 2025: 9.9%)

89.4%

(April 2025: 90.1%)

Upper mid

16.3%

(April 2025: 16.2%)

83.7%

(April 2025: 83.8%)

Lower mid

28.9%

(April 2025: 28.4%)

71.1%

(April 2025: 71.6%)

Lower

35.2%

(April 2025: 35.0%)

64.8%

(April 2025: 65.0%)

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 each of the quartiles has slightly increased with the biggest increase being in the upper quartile.

We are continuing our 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

The construction industry faces a significant gender imbalance, with women being underrepresented across the workforce. Addressing workforce participation is crucial in narrowing the gender pay gap. To address this, we are focusing on increasing the number of women who come into our organisation, implementing policies and practices that support women, providing career development opportunities to retain and advance women in their careers and developing our culture to ensure women choose to have long-term careers at Galliford Try.

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.

Advancing Equity, Diversity and Inclusion (EDI) and gender balance across Galliford Try is therefore an important part of our business strategy so that we have the benefit of the experiences and insights different individuals bring to our organisation, and so that everyone 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 among our applicants.
- External engagement – collaborating with clients and key supply chain partners to build an inclusive industry fit for the future.



Closing our gap (continued)



86%

of women say Galliford Try is a great place to work

75%

Engagement score among women

Removing barriers for women in the workplace

We aim to create a culture where everyone is safe, respected and valued and in support of this, we introduced Active Bystander workshops for all of our people. The sessions aim to empower our people with the tools to safely recognise, challenge, and intervene where they see or suspect behaviours that are unacceptable to us and actively identify and interrupt bias, harassment, and microaggressions. The sessions covered:

- Understanding what an Active Bystander is.
- Recognising inappropriate behaviour/language.
- Intervening safely and effectively.
- Supporting colleagues in a constructive way.
- Understanding Galliford Try's values and expectations.
- Reporting concerns.

Active Bystander training helps increase the representation and retention of women in the workplace by fostering an environment that provides women and other individuals a safe environment to be themselves. The sessions have positively impacted our people's confidence to step in and act if they see something that doesn't seem right. Data collected following the sessions shows a 23% increase in confidence across our workforce.

We will continue to empower our people to play an active role in shaping our culture. Active Bystander workshops will be mandatory for all new employees as part of their induction to the company.

Other opportunities in our action plan include learning and development, career planning, pay, and greater representation of female role models at senior levels.

Data from our employee survey

Our employee engagement survey enables us to understand how we are performing as an

Closing our gap (continued)

employer and the data from the 2025 shows a high level of engagement among women working at Galliford Try.

We recorded a participation rate of 82% among women from our business in our latest survey and of those who responded, 86% would recommend us as an employer which is significantly above the UK benchmark of 75%. The engagement score among women, which is a measure of people's connection and commitment to the company and its goals, was 75%, which was slightly higher than the score from men (74%) and the score of 73% among women in 2024.

The average churn rate for women in our business was 9.2% - slightly lower than last year and also lower than the churn rate for men.

These scores and metrics demonstrate the progress we have made in developing our culture to enable women to establish long-term, flexible careers at Galliford Try.

Family-friendly policies

In 2024, we enhanced our family-friendly benefits. For maternity leave, we now offer 26 weeks of full pay and 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 also enhanced our paternity pay to full pay for three weeks. These changes have been positively received by our people.

Flexible and Agile working

We offer a flexible and agile approach to work, enabling our people to build careers, while balancing their personal needs, 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



Closing our gap (continued)



working and return to work programmes. This supports individuals with commitments outside of work and improves our ability to retain and gain people from more diverse talent pools. We have seen an increase in the number of women who have an agile working arrangement in place with just over 27% of women having an agile working arrangement, compared to 25% last year.

Supporting career development

A key part of our strategy to reduce the gender pay gap is to support more women to progress to senior positions in the company. To do this, we are transparent about how our people can progress their careers within Galliford Try.

Our Careers without Compromise approach 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.

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.

This approach enables our people including women to gain the full benefit of our 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 and Development portal, 'The GT Academy', gives 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

Closing our gap (continued)

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 the Chartered Institute of Personnel and Development (CIPD), initiatives like this can help support women where work patterns or choices are influenced by matters outside of their control.

Mentoring the Next Generation

We are continuing to play an active role in attracting more women into the industry and challenging the misconceptions about the industry by highlighting the breadth of exciting career opportunities within our industry.

Our 'Mentoring the Next Generation' programme aims to attract females to confidently pursue a career in construction. It comprises a three-year, female-led mentoring programme in secondary

schools around the UK that culminates in the opportunity to start a career with Galliford Try.

The programme launched in 2024, and following its success, we have increased the number of schools we are working with from five to 12, and are now mentoring a total of 145 individuals across the UK.

Early Careers

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

To promote gender diversity and inclusion within in our early careers talent pool, we are collaborating with careers platforms HigherIN and Gradcracker to develop targeted recruitment initiatives. These campaigns are designed to attract



Closing our gap (continued)



a balanced and diverse pool of female candidates, ultimately enhancing our overall candidate mix and contributing to a more representative workforce.

For the third 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, this year we have been voted the Best Construction and Civil Engineering Company for both Graduates and Apprentices, 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.

Inclusive Leadership capability

Leadership attitudes, behaviours and actions shape the culture of our organisation. We have been empowering senior leadership to build inclusive teams and support individuals to meet their full potential in the workplace recognising the different needs of individuals. All Leadership Teams in Galliford Try have 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, we have continued the cascade of the training throughout the business making progress with the delivery the sessions to the next layer of leadership roles, making a total of 39 leadership teams who have completed the session.

External validation

We have retained our bronze award for our commitment to embedding inclusive practices across the organisation under The Clear Assured

Closing our gap (continued)

scheme, a globally recognised standard for inclusion. We continue to work with The Clear Company to develop our approach to inclusion and our work this year will focus on our approach to finding talent, the inclusivity of our policies and procedures, and how we assess and retain talent.

Looking forward

In 2026, we will focus on the development of our female talent pools to support gender diversity in our talent pipeline. We also look forward to launching improvements to our recruitment process including a two-stage interview starting with a values-based interview followed by a technical capability assessment to further reinforce our inclusive culture.

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





Thank you for reading our report

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