

GRAHAM



Gender Pay Report 2023

INVESTORS IN PEOPLE™
We invest in people Platinum

2023 Gender Pay Report

Foreword

At GRAHAM we are recognised as an organisation that develops and implements innovative, world class people practices, independently verified by the achievement and maintenance of **Investor in People (IIP) Platinum** standard. We are also the first company to achieve **IIP Platinum for Wellbeing**, have achieved **Investor in Diversity status** and have won several prestigious awards in the fields of Wellbeing and Fairness, Inclusion and Respect (FIR).

Our People ethos is quite simple – people don't just create business value and results – **they are valuable as individuals.**

To be successful we make sure that our people processes make sense to everyone, they are embedded, real and progressive. At the heart of this ethos is the ability to really listen to our people, understand the culture around us and build structures that deliver excellence in the modern working world.





We recognise the essential need for a robust, progressive FIR plan that focuses on delivering diversity and inclusion within our workforce, whilst ensuring we create equity in reward and the opportunities for progression. We have developed strong FIR governance structures driven from the top, spearheaded by a Group Head of FIR/EDI who leads a cross-functional delivery team, and provided the resources to deliver real change on the ground.

We are pleased to report that this patient strategic approach is beginning to bear dividends with an increase in female recruitment, retention and career progression, especially within middle-management and senior roles, which has resulted in a significant decrease in the 2023 headline gender pay gap figures. By continuing to set annual SMART objectives we expect to accelerate this continuous downward improvement that moves beyond mere stats to impacting the real lived experience of equity for females in our business.

This year we've developed powerful support processes and programmes, driven by the Women @ GRAHAM network, which have been viewed as 'game changers' by employees. We're testing ourselves against the best through targeting Leaders in Diversity status and once again made a substantial upwards move in the NCFD Top 100 Diverse Employers table. Our female employees tell us we are doing well, they are engaged and see a positive future at GRAHAM.



The purpose of Gender Pay Gap Reporting

Before we analyse our 2023 gender pay statistics, it is important to provide a brief explanation as to what the pay gap means and why understanding it appropriately is important:

What is the gender pay gap?

The gender pay gap shows the difference in the average hourly pay rate between ALL men and women in a workforce. **It is important to acknowledge that it does not compare the salary levels for equivalent roles within a business.**

Why is it important?

If an individual organisation or an industry as a whole has a particularly high gender pay gap there may be a number of issues to deal with, and the individual calculations help to identify what those issues are.

The impact of the emerging economic landscape on gender pay

Statistics never exist in a vacuum so it is always important to understand the prevailing culture if we want to get the context of what might be impacting the figures.

2023 saw the cost-of-living crisis deepen with organisations battling with employee pay demands to counteract inflationary pressures. The impact was that companies reduced investment in employee development. If it wasn't crucial, it wasn't being done.

Organisations began to 'rethink' the flexibility offered as part of Covid, with a focus on return to 'normal' office working. All this creating employee discontentment, heightened absence and productivity stagnation.

GRAHAM's strategy was to buck this trend, believing that now it was even more important to invest in our people. We provided above industry pay awards, introduced a raft of new, family focused benefits to support finances, along with additional health care to counteract issues with the NHS. Investment in employee development increased by 25% and we developed female specific leadership programmes that led to an increase in not only the female employee population but most significantly females in leadership roles.

Fundamentally we continued to not only provide hybrid working but partnered with Timewise to look at how we could extend flexibility for all staff across our project based network. The results in engagement and retention speak for themselves and have positioned GRAHAM as a female employer of choice.





GRAHAM invest to create Sustainable Change

Its GRAHAM policy to invest more in our people when times are challenging as we know that treating people well now will pay dividends in the long run.

Here are just some of the key headlines we delivered during 2023 to impact the gender pay gap:



Female Health Champions to provide confidential support



Robust data analysis system driving policy development



Women at GRAHAM network ensures females have a voice and influence strategy



Expansion of the Ignite, female centric leadership programme



Allyship training and practical support from Senior Leaders



System to spot patterns of non-FIR behaviours and drive employee education



Paid time off for fertility treatment and access to new parent support group

The Story behind the GRAHAM Gender Pay Gap

Whilst we view the Gender Pay gap as an important equality gauge, it's not the most effective indicator of FIR health. Our ongoing, innovative practices mean that we have:

- Continued on our upward curve of more females in STEM and leadership positions.
- Sustained equity in the recruitment process with female applicants as successful at obtaining a position as their male counterparts.
- A significant reduction in female turnover against all other demographic groups.
- Consistently higher engagement stats for females across all People-centric surveys with an average 85% positivity rating.
- 90% of females seeing a great future at GRAHAM.



Our 2023 Gender Pay figures portray a positive progression however what is most satisfying is our continued ability to have industry wide best practice gaps at the more forensic Quartile level, which demonstrates a true picture of equality of opportunity and reward at GRAHAM.

Of course, we recognise there's much more work to be done.

Positive movement doesn't mean we've got the issues cracked. Now is the time to understand the key influencers to success, to not rest on our laurels but use the momentum to accelerate the gains.

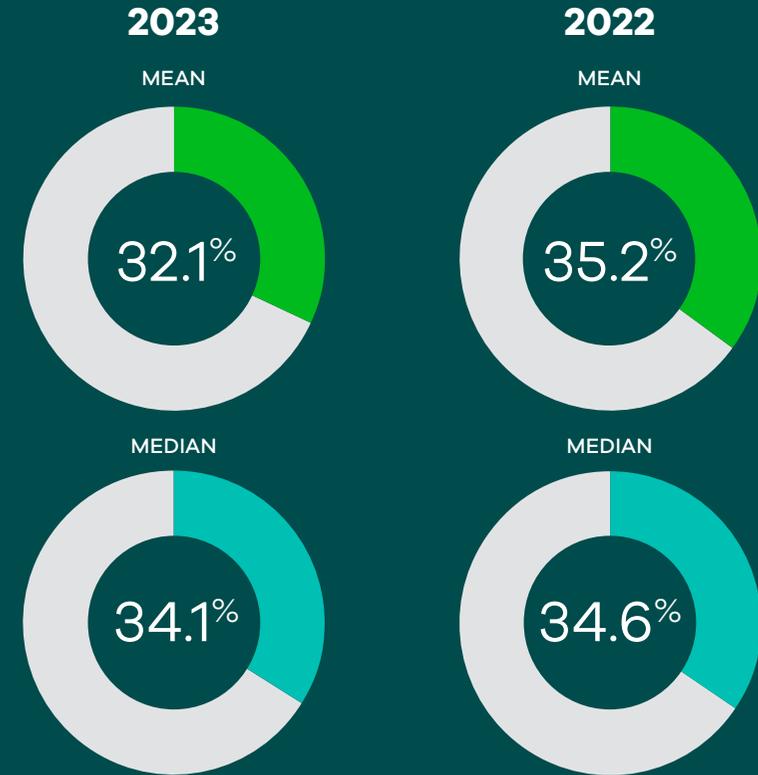
ABOVE ALL WE WANT TO DEMONSTRATE TO CURRENT AND FUTURE FEMALE EMPLOYEES THAT CHOOSING A CAREER IN GRAHAM IS A SMART MOVE THAT WILL DELIVER ON THEIR ASPIRATIONS.

Gender Pay Statistics 2023

Overall Pay Gap

To better understand the context of the Gender Pay Gap we include data from both 2022 and 2023 to show the progression as we have emerged out of a Covid world and navigated an ever changing and challenging economic landscape.

GENDER HOURLY PAY RESULTS



Pay Quartiles

The metrics in the table and infographic summarise the gender distribution across GRAHAM when we divide the pay rates into four equal quartiles.

Significantly we have seen increased proportional representation of females at the middle and senior leadership levels, with accompanying reduction in pay gaps.

Across the other quartiles we have maintained near equity pay gap levels, representative of the best stats across all industries. With increased female applications and selection success rates we can look forward to a pipeline of female talent to drive future pay gap improvements at all levels.

So, our message for 2023 is not simply 'It's working' but rather 'Great start but it's time to build on and accelerate our growth'.

| | Mean | Median |
|--------------|--------|--------|
| 2023 | | |
| Lower | -0.02% | -0.16% |
| Lower Middle | 2.37% | 5.81% |
| Upper Middle | 3.53% | 7.32% |
| Upper | 15.99% | 0.94% |
| 2022 | | |
| Lower | -2.11% | -2.92% |
| Lower Middle | 0.73% | 3.50% |
| Upper Middle | 1.41% | 2.25% |
| Upper | 17.4% | 5.03% |

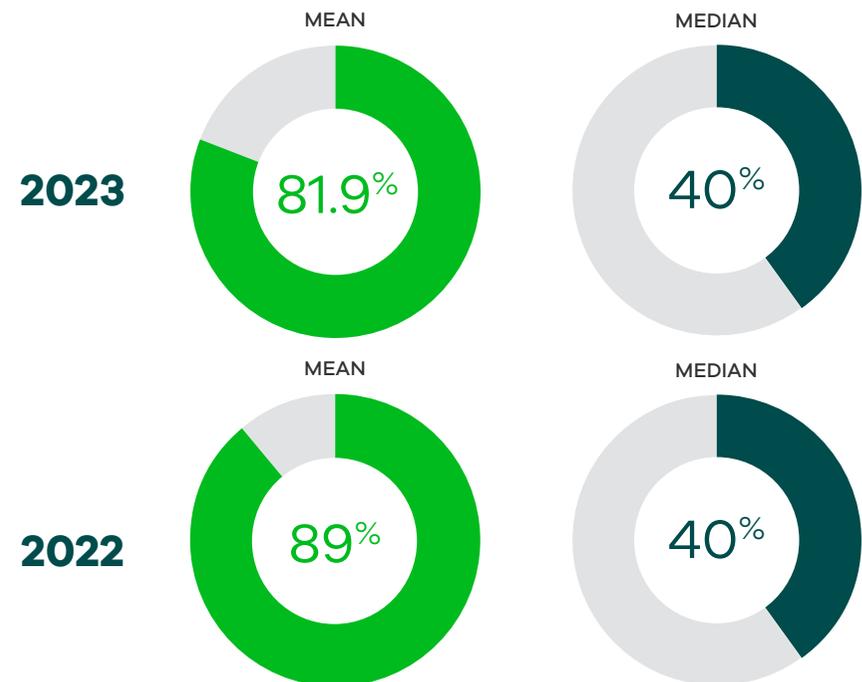




Bonus Pay Gap

Internal bonuses are usually paid in the 12 months preceding the general pay gap calculation – so mid-way through 2022 for this year's figures, which was right in the heart of the cost-of-living crisis and economic hardships for employers. In addition, bonuses are normally only paid to senior staff in the higher quartiles, which has traditionally negatively skewed the gap.

However, our work to develop and provide equal access to opportunities for upwards progression has led to increased females in senior roles that attracts this level of performance award, with the impact of this strategy a significant reduction in the mean bonus gap. As we continue to focus on attracting and developing female leaders, we expect this will have an ongoing positive impact.



Leading our FIR strategy to deliver real, lasting change



**Hollie
Cregan**

Head of FIR

// It is hard not to be frustrated by the slow progress in gender pay gap improvements in the UK and even harder when you look at construction sector figures. However, I gain assurance when I read that the UK and GRAHAM figures are on a positive trajectory overall and that making flexibility the default will be the cornerstone to closing the gap quicker than the current projection of 28 years!

With that in mind I am confident that here at GRAHAM the work we are doing around flexibility and family friendly policies can only support that ambition. It is also important to remember that flexibility benefits everyone, the more we make this the norm for fathers and parents in the UK the more everyone benefits.

It's time for a whole new approach to work that moves away from the traditional 9-5, 40 hrs invented by Henry Ford in 1926, that delivers for employee expectations in a modern working world.

Over the last 3 years the progress we have made at GRAHAM with our Women's network, a specific Women in Leadership programme, flex from day one, enhanced maternity and paternity leave and the wellbeing support around menopause and financial health are all steps in the right direction for lasting change.

We are focusing on continuous improvement and have exciting plans to deliver a truly inclusive workplace based on the feedback, participation and enthusiasm of our people, blended with the best practice collaboration with our partners in the industry.

What we do are not 'one-off' initiatives that fall by the wayside after a period of time, they are improvements, designed to be business as usual, to support our people and with a side benefit of being good for business. Retaining people is good for business, attracting people is good for business, being an employer of choice is good for business, which ultimately is good for our bottom line – it just makes sense.

We put women at the heart of our business plans

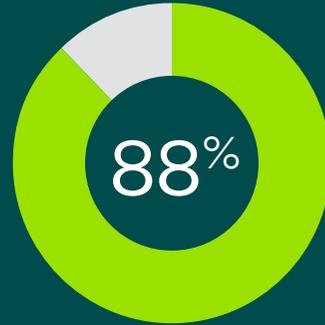


88%

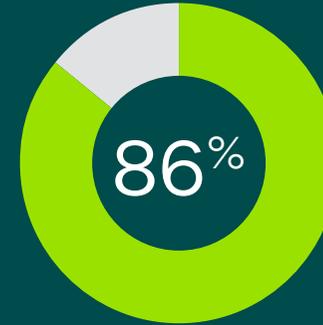
Trust Leaders

82%

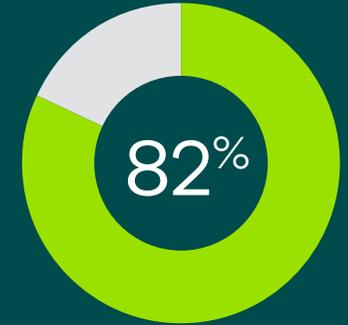
Leaders
Champion
Diversity



feel their values
align with GRAHAM



great place
to work



state GRAHAM
Culture = Respect

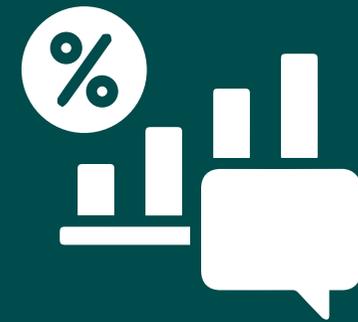
83%

**FEEL THEY GET
THE SKILLS TO
ADVANCE THEIR
CAREER**



88%

feel trusted and
supported by their
manager



Engagement up

5%

on 2022

This is what they have been telling us:

I am supported by my manager

“ My views matter and make a difference ”

GRAHAM culture is all about respect

“ I trust the leaders of this organisation ”

GRAHAM has a great future and I can succeed here

“ GRAHAM are transparent about what could be better ”

I get the skills to advance my career ”

My values align with the business' values ”

Business KPI Improvements



reduction in female turnover



Collaboration

At GRAHAM we recognise that we do not have all the answers and that there is power in sharing information on this subject. Only when we work together with like-minded organisations can we move the dial on the gender gap. That is why we pride ourselves on collaborating with not only our peers, clients and supply chain but also with external organisations such as Women In Science and Engineering (WISE).

We follow the WISE ten steps to support our goals and ambitions on delivering Women Centred Equity, Diversity and Inclusion Solutions.

We have also signed EDI charters with some of our professional membership bodies such as the Chartered Institute of Highways & Transportation (CIHT) and the Chartered Institute of Building (CIOB), this enables us to join networks to share best practice and discuss solutions to the many challenges around gender pay gaps.



Our People: Stories and Impacts

Sally Postle

REGIONAL QUALITY MANAGER

I joined GRAHAM as a Graduate Site Engineer in 2016, and joined the Quality Team in 2018 as Quality Engineer before progressing to Manager, and in January 2024 became Regional Quality Manager.

During this time I became a Chartered Civil Engineer in 2022. In 2023 I completed ILM Level 3 in Leadership and Management alongside the pilot of the IGNITE programme.

Being on a female leadership programme allowed me to explore a different side to the traditional leadership courses and it was interesting to see how the two courses complemented each other.

I also co-lead the Women in Civil Engineering Network, and Chair the '24% Committee' – a working group looking at how to make improvements for females in STEM roles in GRAHAM. Both of these allow for discussions and collaboration to enable actual changes to be put in place to benefit all women in the Civil Engineering Division. Having WICE has allowed for networking across projects and teams, and has given a voice to all the women involved.



Jude Letman

HR BUSINESS PARTNER

I've been working in GRAHAM for 10 years. In my previous job I had started a degree in History and English Literature for pleasure but also to prove a point to myself.

I joined GRAHAM as a HR Administrator, which I felt had less responsibility with the demands of studying and a young family. GRAHAM were more than happy to support time off for my studies, even though it wasn't related to my position.

During the four years of my degree, I was promoted to HR Co-ordinator, where I was encouraged and supported to complete the CIPD Level 5 in HR Management the year after I finished my degree.

I was promoted again on the back of this training to HR Generalist and encouraged to become a FIR Ambassador and I am now an active member on the FIR Working Group.

In 2022, my Line Manager approached me about developing and leading our approach to Menopause support within GRAHAM.

GRAHAM's encouragement to not only me but the women in GRAHAM has been fantastic. We developed a Menopause Policy, Guidelines for Line Managers, but more importantly we ran workshops for our employees across the UK, discussing topics related to Menopause such as symptoms and ways to manage these, from exercise to diet and through talks by leading experts.

In 2023 I was promoted to the position of HR Business Partner and GRAHAM continue to actively support and encourage me. I have recently started the ILM Level 2 in Leadership and Management, which will further develop and build my management skills and confidence.

GRAHAM have been so supportive not only in my career, but also very supportive in juggling family life too. I've had the opportunity for a varied career journey without barriers and I know my ambitions for the future can be fulfilled.





Nicola Laight

SOCIAL IMPACT REPORTING MANAGER

In my role as Social Impact Reporting Manager I support all four Divisions in GRAHAM with the recording, measurement and reporting of Social Value through the use of our Impact Reporting Software. On every project, we address and embed social value and social impact that go beyond contractual obligations. Indeed, our guiding principle, "delivering lasting impact", demonstrates our pledge to positively impact the villages, towns and cities where we operate.

I get real job satisfaction from being able to influence the consistency of our social value practices and having the opportunity to be innovative with how we can improve our service. Knowing I'm part of making a difference in people's lives and the future of the planet is so rewarding.

“

...allows me to feel like I'm helping to make a difference within the company.

”

IGNITE Programme

I was delighted to be accepted onto the IGNITE Programme in GRAHAM to help me develop my skills and to enable me to further progress my career. Due to the fact that my team are all based throughout the UK, it is great to meet face to face with other women across the business and be part of a support community.

Coming from a Social Value background, with my previous role being on the ground delivery, it's important for me to feel like I'm making a difference in my role within GRAHAM, and being part of the IGNITE Programme, GRAHAM Women's network and the NI Volunteering Committee allows me to feel like I'm helping to make a difference within the company. It also helps me keep up to date on what is happening within the GRAHAM networks that have been set up, which is very important within my role.

Elaine Woodburn

INNOVATION PROJECTS MANAGER

I initially joined GRAHAM in 2015 as, a Community Liaison Officer, working on the Low Level Waste Repository (LLWR) project.

Then the Compliance Manager role was created and I successfully took on this role, in addition to my Liaison and Social Value Officer role. At the same time, my mobility was deteriorating and I found myself having to spend more time in a wheelchair. I worried that I would be unable to carry out my job, but a conversation with my Contracts Manager put my mind at rest. I was the one doing the job, wheelchair or not, and it just meant we had to carry out a bit more forward thinking to plan for this.

I jointly lead the Women in Civil Engineering (WICE) Network. One of the great things about the group is that it is not just a talking group, but it acts on a lot of the issues that our ladies raise. From simple things like sharing information on female PPE, to the formation of a STEM Group, to celebrating many of our ladies' achievements both in their jobs and other volunteering roles. Here we are, 2 years on, going from strength to strength. We are celebrating our uniqueness in an organisation that recognises that, has male allies that support us, and importantly our voice is heard. I'm proud to be a GRAHAM WICE. We are consulted when new policies are getting

introduced or changing, there is no better consultee than someone who has gone through experiences that required the implementation of our policies. One of these is the GRAHAM Workplace Adjustment Policy, which has been a game changer for me in terms of allowing me the right support to be an effective employee.

This support helped me to take on a new exciting role within the Innovation team. No two days are the same, I get to meet people who I never normally interact with in previous roles. I also get to work with with a colleague who is so passionate about their job that it rubs off on you. GRAHAM is an extremely innovative company without really recognising it, most see overcoming challenges or issues as "just doing our job" when in reality, investigating the challenge and solving it, through the use of new technology or changing the method is innovation. The variety of work I get to do now provides me with the challenge I sought as well as highlighting to me the difference we are making, both on site and within the company. I wouldn't want to be anywhere else.



Our 2024 Focus

Progressive Excellence in FIR

In 2023 we achieved **Platinum IIP level** for both the organisational and new Wellbeing standards. Our focus in 2024 is to be recognised as a **Leader in Diversity by the National Centre for Diversity**.

With a transparent, stretching targeted FIR plan we want to drive improvements against our 5 People strategic Pillars:

01



ATTRACT

- Develop programmes to assist returners to access the industry including work with Renasi to provide female refugees with placements that can lead to real jobs.
- Roll out our upgraded Recruitment Protocol so there is a fair, consistent approach across the Group.
- Train female social media ambassadors to showcase life and careers at GRAHAM.

02



DEVELOP

- Embed assessing how staff mirror our values into our award winning CONNECT personal development process
- Future proofing skills and creating transparency of opportunity through our new learning at GRAHAM Academy
- Expanding our female mentoring programme
- Provide female focused learning 'clinics'
- Training Managers to understand and act as an ally to diverse groups

03



ENGAGE

- Cultivating a positive, individual employee experience through networks such as REACH – giving ethnic specific female voice
- Senior Leaders sponsor the Women @ GRAHAM Group at Board level
- Provide care leavers support, signing up to the Carer's Covenant
- Support neurodiversity challenges and opportunities.
- Provide female focused financial planning and support



04



RETAIN

- Overcome a disconnect of the breadth of equality through transparent communications
- Communicate and train staff on the new updated Code of Conduct
- Focus on Flex from Day 1 and expanded support for females returning from maternity leave
- Creating flexibility in the choice of benefits to fit changing lifestyles



05



LEAD

- Attain Leaders in Diversity and become a Top 20 employer
- Invest in a data benchmarking tool to understand success and drive improvements
- Improve processes and programmes through greater use of Employee Impact Assessment by managers and service departments



Investors
in Diversity
Award

Achieved.
Valid Until
June 2024



Summing it all up

The Gender Pay gap continues to be impacted by the turbulence of the marketplace, the changing world of work and economic hardships. Whilst it is clear that the pay gap is only one indicator in the multi-contextual world of the FIR health of an organisation, it is an area where we are determined to take actions that lead to positive, lasting change.

That is apparent by the investment we are providing through focused attraction policies, specially designed development programmes for females to support and ignite their career journey, training for managers to act and think more inclusively and enhanced leave/payment benefits that help those juggling a career and family life.

Above all GRAHAM approach the Gender Pay gap challenge with vigour and innovation, involving females in voicing their input and being integral to the design of solutions.

Our FIR targets allow employees to understand what we are committing to deliver, whilst making us transparent for our accountability.

We are happy to receive constructive feedback as we know plans do not always work and we act on people's suggestions for improvement.

Success is delivered by hard work, informed planning and commitment at all levels. At GRAHAM we believe in FIR, we believe in the ability of our plans to achieve the results we need, but above all we believe in our people. When these elements are core to our ethos then only positive impacts will result.

The positive news of the gap in 2023 is just the catalyst that will drive our ambition and determination to continue on the journey towards equity for all employees.



I confirm that our data within this report has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Michael Smyth
Human Resources Director
GRAHAM



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