



Gender Pay Report 2022

Delivering
lasting impact



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 accreditation**, along with a number of prestigious awards and accreditations 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, **invested in a Group Head of FIR** and cross-functional delivery team, and provided the **resources to deliver real change on the ground.**

We recognise that seeing effective change results in FIR will take time, especially in a traditionally male-dominated industry but we have the confidence and endurance that by doing the right things, in the right ways we will attain the right results.

That is reflective of our 2022 gender pay gap figures. Whilst they have remained consistent across the last four turbulent years, **we are delivering foundational changes and impressive 'FIR Health' indicators** that we know demonstrate a business with equality at its core.

Championing the use of external benchmarking and testing ourselves against the leaders in the FIR field are

the key to honest internal evaluation that will challenge our business to drive forward the FIR agenda. As we emerge from a Covid-dominated world we are living through a period of cultural 'storming,' as businesses seek to redefine the world of work amidst economic challenges and changed employee working pattern preferences. GRAHAM are at the forefront of this evolution with a focus on flexibility and benefits that will allow females to access and thrive in senior positions through progressive career planning, organically delivering a lasting change in the pay gap figures.



THE PURPOSE OF GENDER PAY GAP REPORTING

Before we analyse our 2022 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.

The 2022 Gender Pay gap figures reflect a period when the world was on the cusp of moving from lockdowns and mask-wearing, when we were starting to have discussions around tentative 'back-to-office' planning and what that would mean for workers and businesses in terms of gaining an equilibrium between remaining productive and the employee desire for work-life balance.

Alongside this we saw the emergence of economic hardships, the cost of living crisis due to Covid and the war

in Ukraine. Covid had also caused many older workers to leave the workforce and all these factors lead to a volatile labour market.

To counteract this many organisations promised unsustainable rewards and conditions and this aggressive policy meant that some employees decided to focus on short-termism over the longer-term investment development programmes we had designed to positively impact the gender pay figures.

On reflection, remaining consistent during such turbulent times is a positive we can build on, especially given the investment we are making in FIR practices and the results we are achieving.



GRAHAM INVEST TO CREATE SUSTAINABLE CHANGE

It's 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.

We will outline more in-depth details later but for now here are just some of the key headlines we delivered during 2022 to impact the gender pay gap:

- Making pay fair and liveable for everyone
- Enhancing our family friendly policy and payments
- Providing practical support for women experiencing the impact of the menopause and for working mums
- Giving women a meaningful voice that creates real change
- Proving the benefits of flexibility in site working
- Opening more access to development programmes that promote progression
- Testing ourselves against the best through the Investor in Diversity accreditation



THE STORY BEHIND THE GRAHAM GENDER PAY GAP

Whilst we view Gender Pay gap as an important equality indicator, we recognise that many other factors are important for FIR health. Our ongoing, innovative practices mean that we now have...

- More females in both STEM and senior roles
- Increased female applications and equity with men in terms of recruitment success ratios across all indicators
- More females believing that GRAHAM are not only committed to FIR but are also delivering on their promises

The achievement of Investor in Diversity accreditation provides further proof that not only is GRAHAM committed to equality but that it delivers actual results that impact employees.

Our 2022 Gender Pay needs to be viewed considering this bigger picture of investment and results. The headline figures show consistency with the previous 3 years which remain impacted by the industry and especially the salaries of a minority of senior roles, traditionally filled by men which negatively skew the results.

Of much more relevance to our FIR health are the Quartile figures, which demonstrate a culture where everyone has the same access to opportunity and reward.

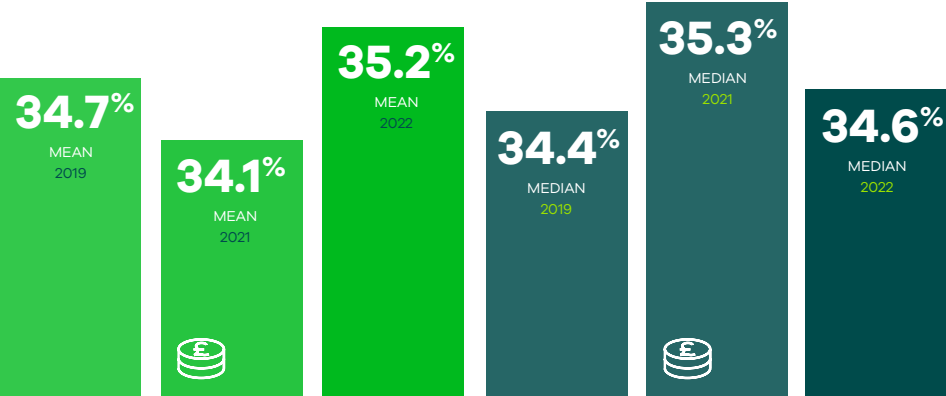
There's work to be done, and we are in no doubt of that – its clear from our planning and actions that we recognise the need for forensic examination of our results and to develop processes that allow progressive change. However, above all we **want to demonstrate to current and future female employees that choosing a career in GRAHAM is a smart move that will deliver on their aspirations.**



GENDER PAY GAP STATISTICS 2022

To better understand the context of the Gender Pay Gap we include data from both 2019 and 2021 to allow comparison with what was happening pre-covid and obviously against last year's figures. We have excluded 2020 figures as an anomaly since many staff were on furlough on the analysis date.

Pay Gap



Pay Quartiles

LOWER QUARTILE	LOWER MIDDLE QUARTILE	UPPER MIDDLE QUARTILE	UPPER QUARTILE
2019 Mean Pay Gap: -2.20% Median Pay Gap: -1.68%	2019 Mean Pay Gap: 1.8% Median Pay Gap: 3%	2019 Mean Pay Gap: 0.6% Median Pay Gap: 1.1%	2019 Mean Pay Gap: 18.5% Median Pay Gap: 7.3%
32.4% 67.6%	28% 72%	12.6% 87.4%	6% 94%
2021 Mean Pay Gap: 0.55% Median Pay Gap: 0.72%	2021 Mean Pay Gap: 1.91% Median Pay Gap: 2.57%	2021 Mean Pay Gap: 1.02% Median Pay Gap: 0.62%	2021 Mean Pay Gap: 15.2% Median Pay Gap: 8.79%
34.7% 65.3%	29% 71%	11.1% 88.9%	5.4% 94.6%
2022 Mean Pay Gap: -2.11% Median Pay Gap: -2.92%	2022 Mean Pay Gap: 0.73% Median Pay Gap: 3.50%	2022 Mean Pay Gap: 1.41% Median Pay Gap: 2.25%	2022 Mean Pay Gap: 17.4% Median Pay Gap: 5.03%
32.8% 67.2%	29.3% 70.7%	12.8% 87.2%	6.4% 93.6%

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

These quartile figures continue to paint a more accurate picture of gender pay gaps within the business. The gap in the first three quartiles reflects near-parity across genders and we are noting increased female recruitment, retention, and progression as contributing factors to this consistent result.

The gap at the Upper Quartile remains the key issue for our business to tackle but we understand that this will take time as females progress through the business as part of their career development and we see an overall change of attraction of the industry at large for female senior talent.

So, consistency is the message of the 2022 figures. We have made in-roads in entry level quartiles, whilst committing to the plans that will help to tackle these longer-term, more senior role issues.





Bonus Gap

	Mean	Median
2022 bonus	89.01%	40%
2021 bonus	86.7%	25%
2019 bonus	87.7%	33.3%

Internal bonuses are usually paid in the 12 months preceding the general pay gap calculation. That means that the 2022 figures relate to bonuses paid mid-2021. Bonuses are also normally available only to senior staff from the Upper Quartile pay range and therefore the gap is normally skewed by this approach.

In 2021 only a small minority of senior staff received a bonus based on contractual requirements and as such it remains, as per 2021 Gender Pay report figures unreliable as an indicator of what the gap might be in a more stable market. Whilst included as a legal requirement we would urge caution in any conclusions drawn from the statistics.

TAKING A STRATEGIC APPROACH TO ERADICATING GENDER PAY GAPS

“ As Head of Equality, Diversity & FIR at GRAHAM, my role is to influence policy and support good practice in our recruitment, employment, learning and development and training processes. I also spearhead new initiatives and work with the organisation’s stakeholders to shape our EDI strategy and make a real difference for our people. I want to showcase EDI through GRAHAM’s operations, and it is my hope that what we achieve in terms of equality, fairness and inclusion will have a ripple effect on families, communities and business sectors.

We have a long history of investing in our people. GRAHAM was the first contractor in the UK to achieve Investors in People (IIP) Platinum and IIP Wellbeing accreditations and we continue to invest in a range of industry-leading training, wellbeing and mental health programmes. The foundation of this success is our exemplary people development strategy, framed within a culture of Fairness, Inclusion and Respect.

My appointment as Head of Equality, Diversity and FIR is the next step on the investment in people journey.



Hollie Cregan
Head of Equality,
Diversity & FIR

Asking
Our
People

WE PUT **WOMEN** AT THE HEART OF SOLUTIONS. THEY TELL US...



Zero tolerance of poor behaviour

Confident
Appreciated
Motivated



Empowered

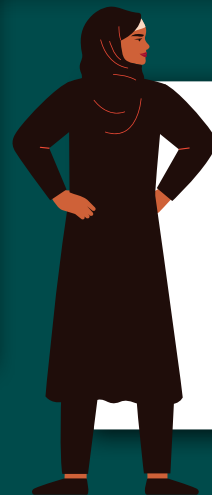
Issues are taken seriously
GRAHAM are a role model



Credible
Open to ideas

My manager cares about me

Influencing change
Family friendly
Honest about improvement
I can succeed



Included
My voice matters
I feel valued





MENOPAUSE – FOCUS ON INNOVATION

During 2022, we signed up to a nationwide Pledge to support women who are going through the menopause. Through the Wellbeing of Women's 'Menopause Workplace Pledge,' we are committed to providing comprehensive support and guidance for females experiencing the impact of menopause, from simply normalising the conversation to providing trained Menopause Advocates and access to external professional resources.

By signing the Pledge, we are demonstrating that we will take action to ensure women experiencing the effects of menopause are not only supported and encouraged to remain within the sector but have the opportunity to fully develop their careers in a nurturing environment.

As a part of the Pledge, we have also partnered with the award-winning, world-renowned 'Balance' App, which allows women to track their symptoms, access personalised expert content, download health reports and share stories in the online community.

This has been very well received within GRAHAM and is offering genuine support to our women employees who are in that stage of their lives. For years menopause has gone under the radar undiscussed in workplaces and society, leaving many to suffer in silence but, by talking openly and positively about this stage of life we are supporting staff and purging that stigma around menopause. We are creating discussion and normalising what is a natural stage in a woman's life.

It is also a very sensible initiative for us regarding our talent pipeline in terms of retaining and recruiting female talent. Whilst construction remains a male-dominated working environment women entering the industry are already breaking down barriers and overcoming a legacy of challenges. We want to attract and retain female talent within a great business that provides fantastic opportunities for development and progression.



Following a benchmarking exercise during 2022 we also enhanced our Maternity Leave pay and conditions to industry leading levels. We also added paid leave for staff undergoing fertility treatment.

COLLABORATION

We recognise that collaboration with our priority groups is one of the keys to successful implementation of actions. By engaging with our people we are able to draw on lived experiences which can support our approaches to policies, benefits and the wellbeing services we offer.



Women at GRAHAM

During 2022 our **Women in Civil Engineering (WICE) network** continued to deliver real change, support and a ‘voice’ for members, holding our **first WICE Conference in June 2022**. The feedback was so positive that from 2023 this network will now become a forum for all female employees within GRAHAM.

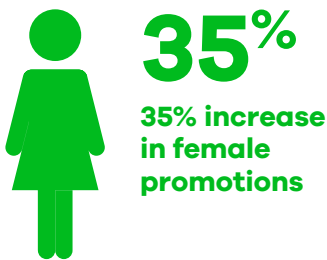
We will further strengthen our partnership with WISE by clearly basing our Women at GRAHAM action plan against the **WISE Ten Steps planning tool**.



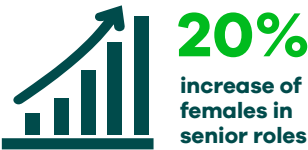
Our 2023 initiatives include the launch and delivery of **IGNITE**, this programme has been carefully designed to complement the knowledge and practical impact of our professional qualifications such as the **ILM Leadership Development programme**. Whilst the programme is designed to support any type of colleague in their developmental journey, this pilot will focus on providing support and guidance for our female talent, who we recognise face particular challenges within our industry.

We also recently partnered with **&SISTERS** to provide organic, plastic free and sustainable period care products at no cost in all bathroom facilities across our sites and offices. We’ve received very positive feedback from employees and clients.

RESULTS



Females believe that there is fairness in:



PROGRESSIVE EXCELLENCE IN FIR – OUR 2023 FOCUS



**Investors
in Diversity
Award**

**Achieved.
Valid Until
July 2024**

We recently achieved Investors in Diversity accreditation, cementing our commitment to improving in all areas of inclusion. Our 2023 action plan has detailed, measurable actions to help drive improvements all set against our 5 People Strategic Pillars..

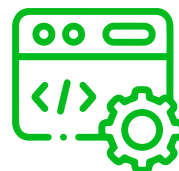


Attract

All Hiring Managers to complete a 'Recruiting at GRAHAM' programme

Review pilot and make recommendations on 'anonymous' recruitment techniques

Develop an 'Inclusive' careers website where potential candidates 'See Me' opportunities in GRAHAM



Develop

Develop support mechanisms for employees families and Supply Chain employees (incl. single parent and carers)

Roll out a Mentoring programme for females in STEM roles

Review the outcomes / success of the IGNITE development support programme

Develop a How To guide to include: How to be an Ally



Engage

Pilot and review the confidential 'Speak Up' employee reporting tool

Undertake employee feedback to include an annual poll and ongoing satisfaction status

Support ongoing development of diverse employee networks



Retain

Maximise the benefits of hybrid office working

Implement the lessons from our Timewise project on sites

Provide female wellbeing trained advocates



Lead

Committed to achieving Leaders in Diversity accreditation

Carry out an inclusivity review of GRAHAM 'Facilities, sites & offices'

Increase opportunity for diverse talent on leadership programmes

SUMMARY

The Gender Pay gap continues to be impacted by the turbulence of the marketplace, the legacy of Covid 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 will be 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.



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.

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GRAHAM



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