



GENDER PAY GAP REPORT

2023



Introduction

At Griffiths, we are fully committed to supporting the principles of the Gender Pay Gap initiative. As with many organisations in our sector, we are acutely aware that women are typically underrepresented.

Griffiths has and continues to be on a journey to attract and recruit more women into the business, at all levels of the organisation by creating an environment that inspires and supports everyone. In 2023 we launched our company Balanced Scorecard which aligns our purpose, vision and strategic objectives to our four company values of

Collaborative, Driven, Proud and Respectful. Our purpose, vision, strategic objectives and values all reinforce our commitment to diversity, inclusion, equality and equity within the workplace and are measured within the Balanced Scorecard. Since 2017 when UK legislation has required businesses like Griffiths to share their Gender Pay Gap information, we have made positive progress to reduce our Gender Pay Gap however much work remains and we are committed to continuing this progress and closing the gender pay gap.

The Industry

On International Women in Engineering Day in 2023, research from the Department of Education indicated that while there have been significant strides in increasing female representation in STEM (science, technology, engineering & maths) roles, there is still much work to be done. According to that research just 16.5% of engineers in the UK are female and this percentage remains unchanged from 2022.

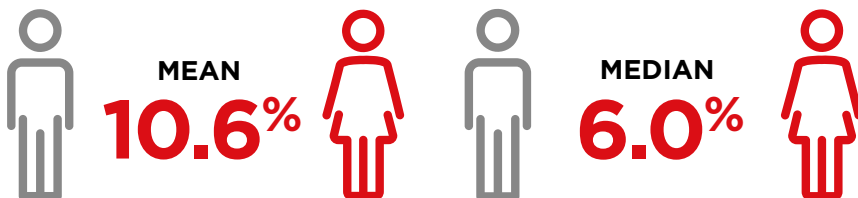
In 2021 Griffiths reported a workforce made up of 10.5% women and 89.5% men and in 2022 we were pleased to confirm this improved to 12% women and 88% men. We continued to prioritise improving this gender diversity ratio in 2023 and our female

population increased to 13%. In 2023 we focused on adapting our approach to recruitment to attract a wider talent pool, reviewing and launching company policies to drive inclusivity and awareness, e.g. Menopause Policy, supporting flexible working opportunities across the business and openly encouraging a culture of dialogue and raising awareness of health and wellbeing matters which previously may not have been discussed, e.g. fertility, pregnancy loss. Improving our diversity ratio is a key strategic objective for Griffiths and is reflected as a metric for the business in the Balanced Scorecard.



Gender Pay Gap Calculations 2023

WOMEN'S HOURLY RATE DIFFERENCE (LOWER)



The mean Gender Pay Gap measures the difference between men and women's average earnings for normal working hours. According to the Office for National Statistics the percentage difference has been declining slowly over time and over the last decade it has fallen by approximately 25%. The UK national average (median) is reported at 14.3%.

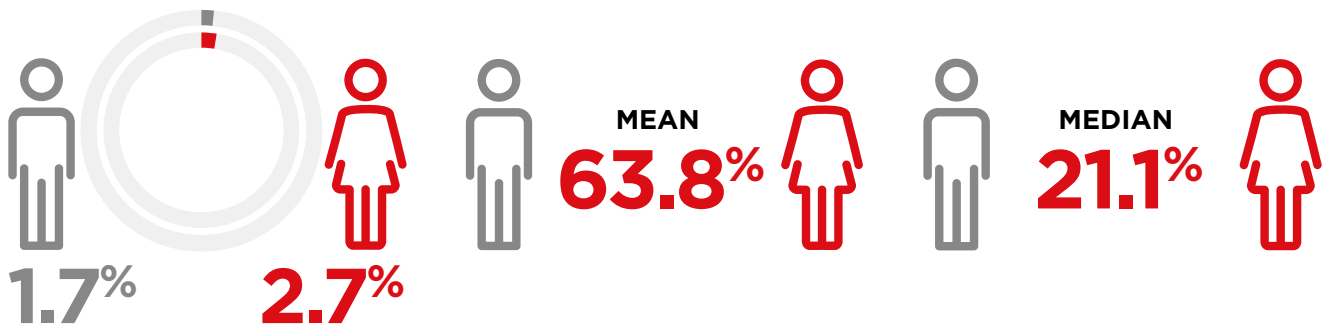
Through our continued efforts in 2023 of introducing and adhering to salary ranges and bands, our mean gender pay gap reduced to 10.6%. In 2023 our median gender pay gap, the difference between the midpoints in the ranges of hourly earnings of men and women increased by 1.91% to 6.0%. Although the percentage of the female workforce has increased in 2023 – our overall employee headcount has reduced by 14% and of this 6% were women.

Despite our continued focus on driving inclusivity and diversity in Griffiths, engineering and construction have traditionally been and continue to be male dominated professions. This continues to be seen in our senior leadership team, field based people leadership roles and site based civil engineering operational positions, which is where the majority of our employees work. Through the changes we have mentioned above and launched in 2023, we have continued to focus our efforts on making these roles more attractive to women and will continue to review this going forward. Roles within our business support functions including finance, human resources, payroll and administration continue to be dominated by women.



Bonus Payments

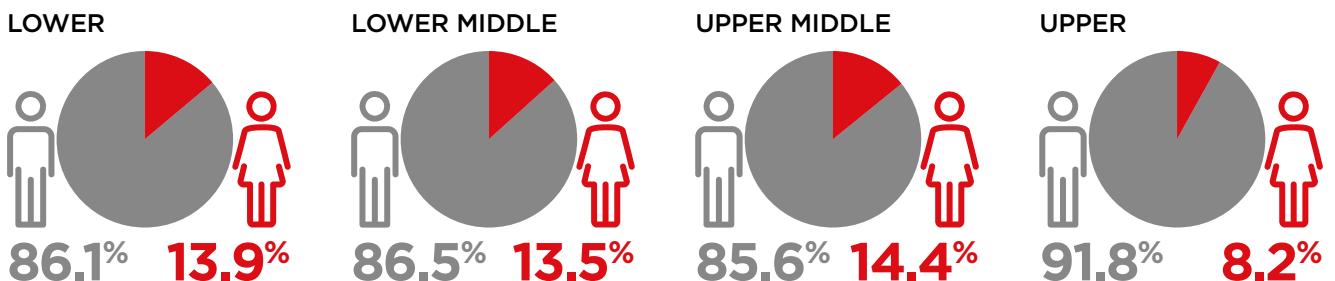
% of employees receiving a bonus



2% of employees were eligible to participate in the bonus scheme in 2023 - 24% were women and 76% were men, compared to 20% and 80% respectively

in 2022. In 2021, 90% of all bonus payments were made to men - reflecting and reinforcing the number and seniority of men within Griffiths at that time.

Gender Pay Gap Quartiles



Despite the overall reduction in headcount, 2023 saw a 22% increase in the number of women paid in the upper quartile. The number of women in the upper middle, lower middle and lower quartile reduced. There was a reduction of 15% of women in the upper middle quartile, 7% reduction in the lower

middle quartile and 10% reduction in women in the lower hourly pay quarter.

In 2023, 46% of women in the upper or upper middle quartile, compared to 45% of women in 2022. This compares to 51% of men in the same upper or upper middle quartile in both 2022 and 2023, despite the 15% reduction in men.

Encouraging and Supporting Diversity

We are very pleased to see the positive progress and impact being made to close the gender pay gap – albeit further work is required. Griffiths is on a journey and we recognise the changes required will take time, continued focus and prioritisation. By launching our Balanced Scorecard in 2023 and aligning our company purpose, vision and values to our strategic objectives with clear metrics and measurables we are confident positive improvements will take place in 2024.

In 2023 – Griffiths took part in a CRH Employee Development Programme which aims to support high potential employees to build business and project management skills, personal confidence and self awareness through cross functional working so as to become future line managers and business leaders. We were delighted that 10 employees, 3 women and 7 men were selected and successfully took part in the development programme bringing their learnings back into Griffiths.

In addition, we launched Dignity at Work Training for all employees, agency workers and supply chain partners. Our leaders are committed to role modelling and reinforcing the correct behaviours and actions in our business to encourage and promote inclusion, diversity and equity across our workforce. With over 1000 colleagues trained, leaders and employees are encouraged to call out substandard behaviours and not walk by.

In summer 2023, we continued to develop and enhance our Early in Career Programme – working alongside the Welsh Apprenticeship Alliance to offer Civil Engineering and Quantity Surveyor apprenticeships. 14.3% of the apprenticeship intake were female and 14.3% were mature students. We will expand this partnership in 2024.

As part of our focus and alignment to the Balanced Scorecard we are investing in technology, infrastructure and people. Through the continued investment in our people, our Learning & Development Team has increased and as a result we will be able to increase the learning offering to all employees in 2024 plus develop, build and launch a more comprehensive and structured Early in Career strategy and Programme. This Early In Career strategy will aim to attract more women into our industry whilst developing a pipeline of students, apprentices and graduates enhancing our diverse talent pool and pipeline. Through Griffith's commitment to increase diversity, we will



continue to review our recruitment and selection processes and employee benefits package ensuring it is attractive and inclusive to all employee demographics.

In 2023 we have continued with the progress we have made introducing industry benchmarked salary ranges and bandings for each role to ensure consistency, structure and fairness of pay across all roles, employees and recruitment activities. With the introduction of a new HR and Payroll System in 2024, this will enable us to automate our HR and Payroll processes, driving improved compliance and business efficiencies. This will also enable us to better capture, track and analyse employee data, including gender and salary data allowing the business to make more informed decisions.

We are proud of the progress we have made in 2023 and recognise the need to continue our focus, hard work and momentum in 2024 and beyond so that we can realise the equality and equity we are striving for.



I confirm that the information contained in this written statement is accurate.

DAVID PARR,
Managing Director

