



GENDER PAY GAP REPORT

2018

Introduction

At Griffiths, our people are our company. Our employees, as our most valuable asset, are at the heart of everything we do.

We want to be an employer of choice and believe that attracting, developing and retaining the best people is vital to ensure the continued long-term success of our business.

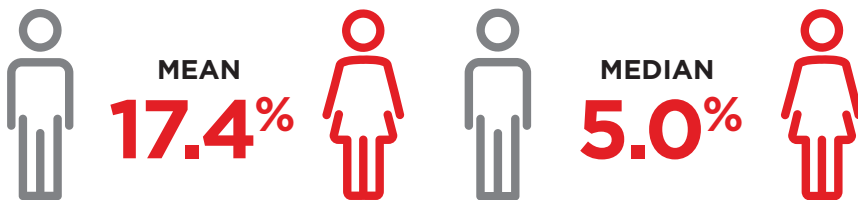
We fully support the principles of the gender pay gap initiative and closing the gap between our male

and female employees. As with many organisations in our sector, we are conscious that females are under-represented. We continue to actively challenge this trend by attracting more females into our business, and are encouraged by the improvement in our 2018 gender pay gap figures.

Our ongoing initiatives and future plans will reduce the gap still further.

Gender Pay Gap Calculations

WOMEN'S HOURLY RATE DIFFERENCE (LOWER)



The hourly gender pay gap measures the difference between men and women's average earnings for normal working hours. Our mean gender pay gap for average hourly pay in April 2018 was 17.4%, with our median being 5.0%.

This represents a 2.2% reduction in the mean gender pay figure since 2017, when we reported our mean hourly rate difference as 19.6% and a median of 5.2%.

In line with industry-wide trends, we have a higher population of males within our business. This is particularly apparent in our site-based, manual operations, the area of our business where the majority of our staff are employed. Given this we are

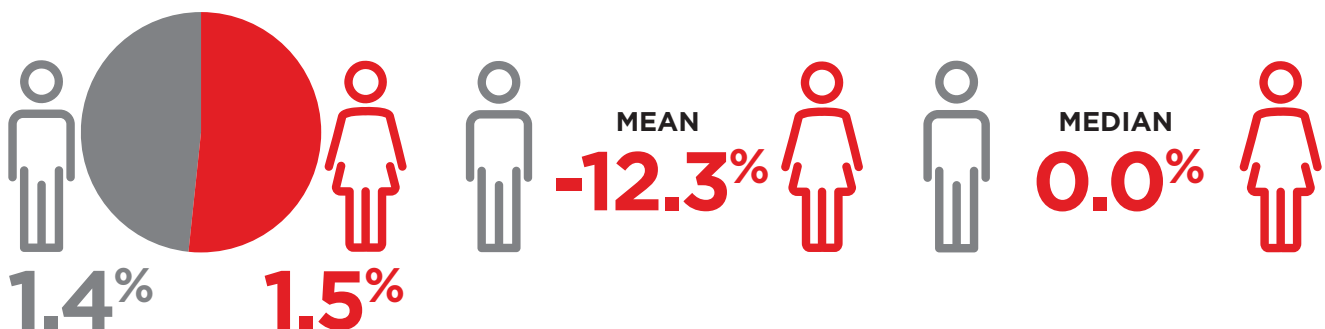
encouraged that our gender pay gap is now less than the national average of 17.9%.

The construction industry average gender pay gap is a mean of 11.0% and a median of 16.3%. Our positive median remains far lower than the sector average which illustrates our strong commitment to increasing the number of female employees in our company.

The mean figure illustrates the fact that most senior roles within the organisation are currently held by men. We remain committed to reducing this figure by continuing to mentor, promote and recruit more females into senior positions.

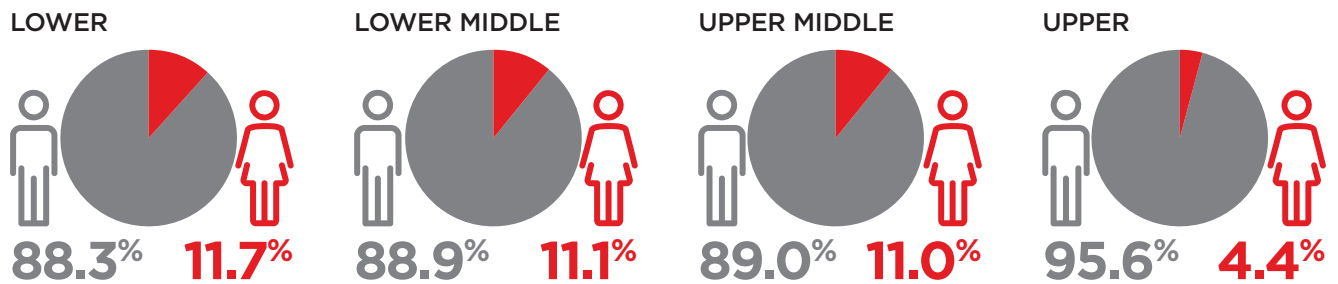
We are encouraged that our 2018 figures show an improvement on our 2017 figures.

Bonus Payments



Our figures demonstrate an equal proportion of male and female employees received a bonus payment. Our mean bonus gender pay gap shows in favour of our female employees.

Gender Pay Gap Quartiles



The quartile bands reflect the fact that the proportion of males within the business is higher than females which is an accurate reflection of our workforce.

The Lower to Upper Middle bands identify that the number of females throughout these bands are relatively proportionately balanced. The Upper

quartile demonstrates that we are under-represented by females at senior-level positions in the business.

We are committed to ensuring more females progress through our career structure to form a higher proportion of our Upper pay quartile in the future.

We are therefore encouraged to achieve a 1.3% improvement in our Upper quartile figure for 2018.

Encouraging and Supporting Diversity and Next Steps

Our ongoing initiatives continue to close the gender pay gap by building a more diverse and inclusive workforce.

- We have well established contacts with local educational bodies to promote our sector. Opportunities include work experience and site/business visits.
- We will continue with our career and insight into civil engineering days where pupils are invited to attend site and engage in a variety of activities. These include an introduction to plant operations, ecology and the environment.
- We will continue to enhance our HR practices and policies to support all our employees in ensuring flexibility in our working practices in line with ACAS guidelines covering Parental, Adoption and Dependant Care Leave.
- We are focused on supporting working mothers and part time workers with one quarter of our female employees enjoying the benefits of some form of flexible working.
- We have attended and supported International Women's Day run by the Construction Industry Training Board (CITB) where the focus is to attract and increase the profile of females in the Construction and Engineering industry.
- We have acted as a Science Technology Engineering and Maths (STEM) ambassador in our local high school where we addressed 88 pupils on the benefits of joining our industry.
- Our 2019-21 Business Plan sets out our Equality, Diversity and Inclusion (EDI) aims, goals and priority activities to meet our objective of being recognised as an industry leader in equality and diversity. These initiatives will commence with the appointment of an EDI Champion to drive our EDI Action Plan and Steering Group.

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



MARTYN EVANS
Executive Director