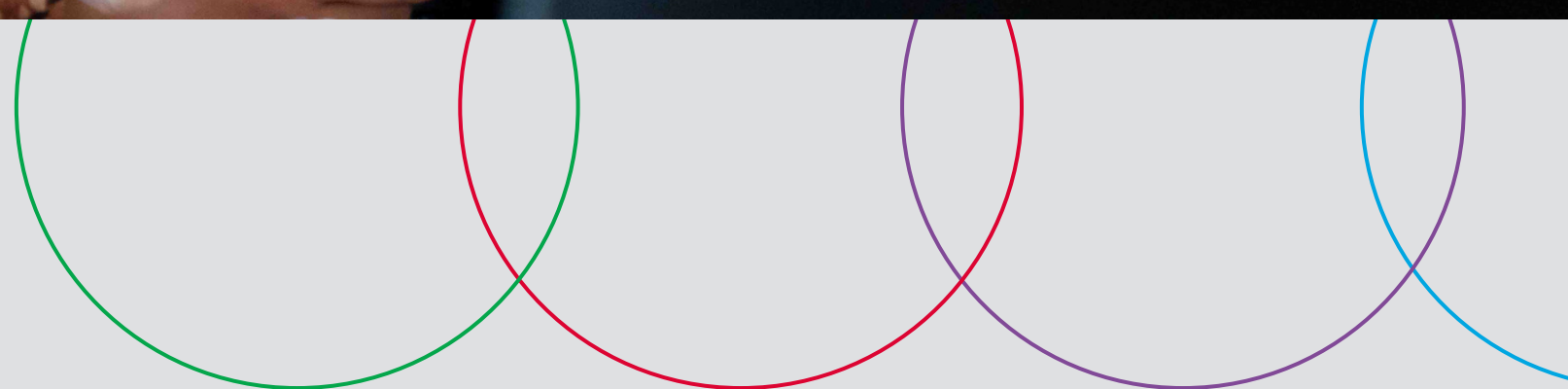


# GTC Gender Pay Gap Report 2023



# What is meant by gender pay gap?

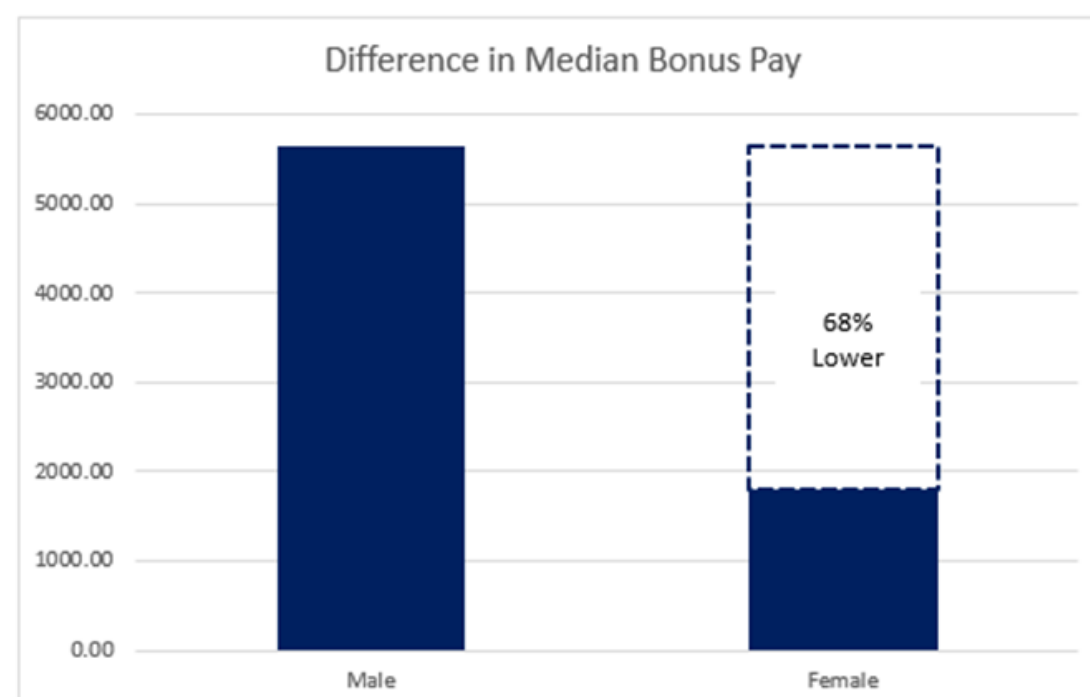
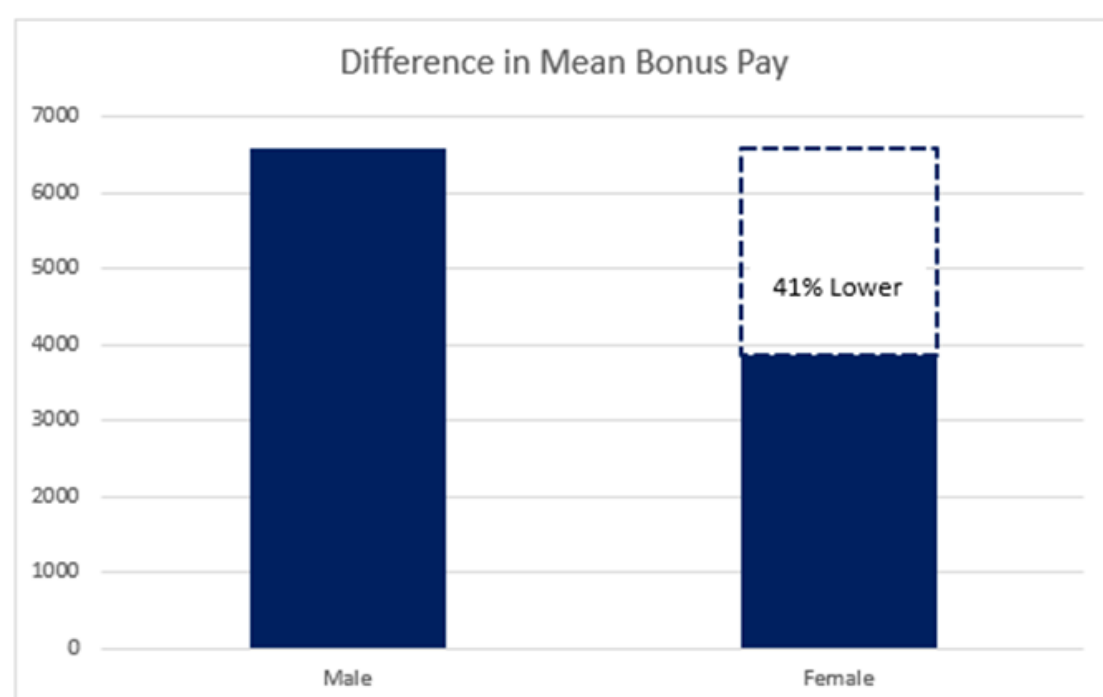
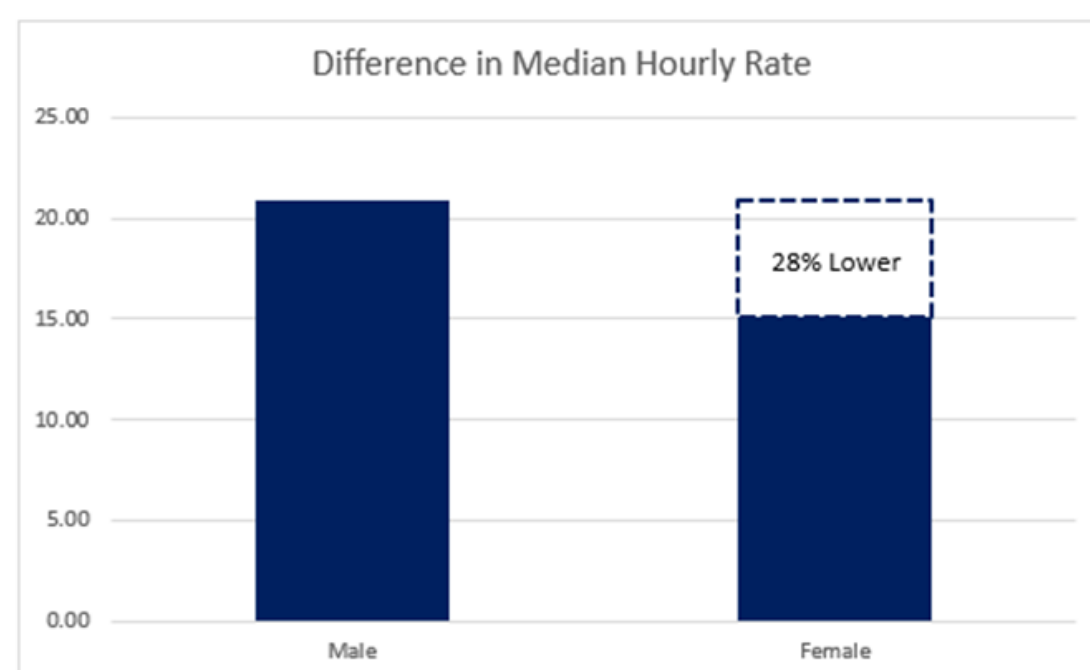
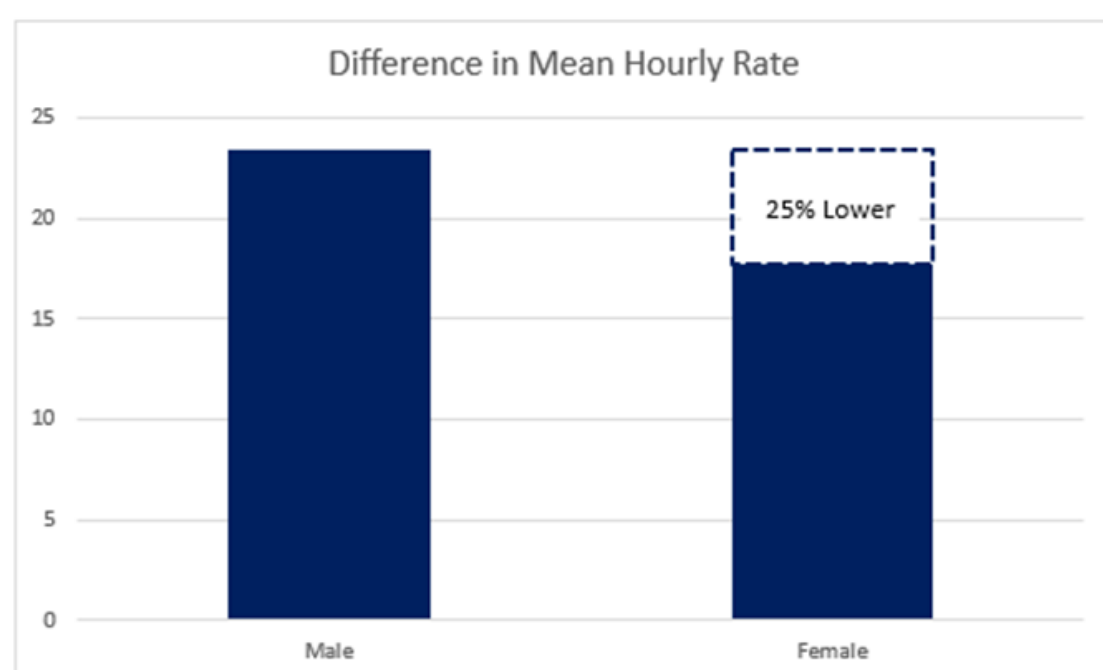
Employers with over 250 employees are required to publish statutory calculations every year showing their pay gap between male and female employees.

The gender pay gap is the difference in the average earnings between men and women, regardless of the roles they perform. Gender pay differs from ‘equal pay’, which looks at pay differences between people carrying out the same or comparable work.

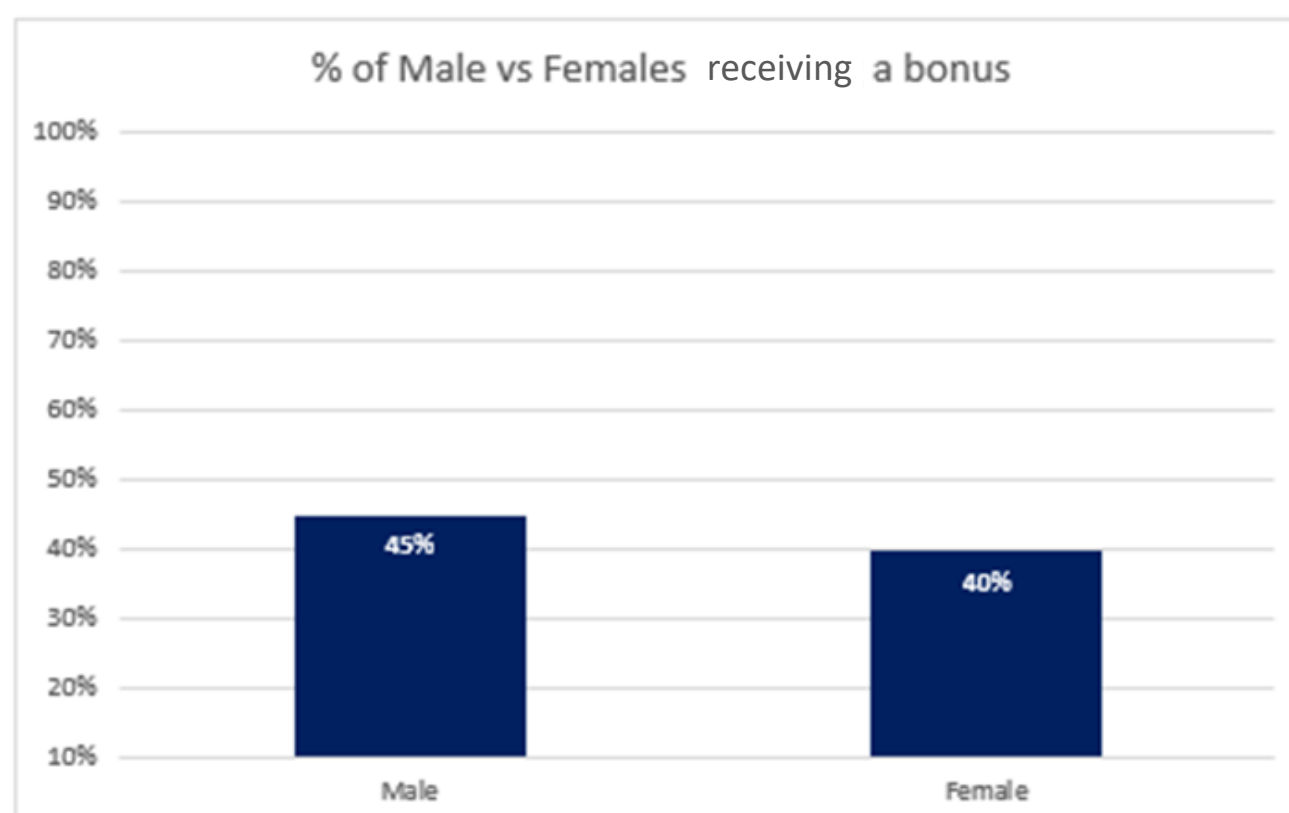
The calculations carried out by the Company are shown in the document below and are based on the snapshot date of 03 April 2023. They have been completed in line with the Government regulations (available through the ACAS website).

## How much is our gender pay gap?

The mean and median gender pay and bonus gaps at 03 April 2023 can be seen in the graphs below. The gender pay gap across the mean and median hourly rate has decreased for the sixth year running, with a reduction of 1% in our mean hourly rate and a 3% reduction in our median hourly rate from 2022. The difference in our mean bonus pay decreased significantly by 26% compared to 2022.

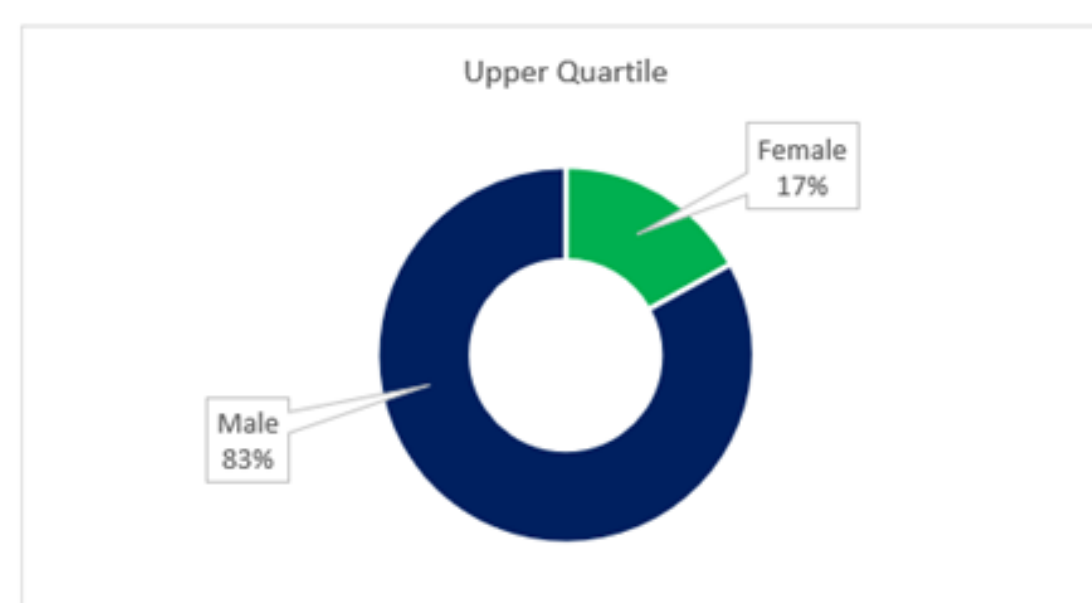
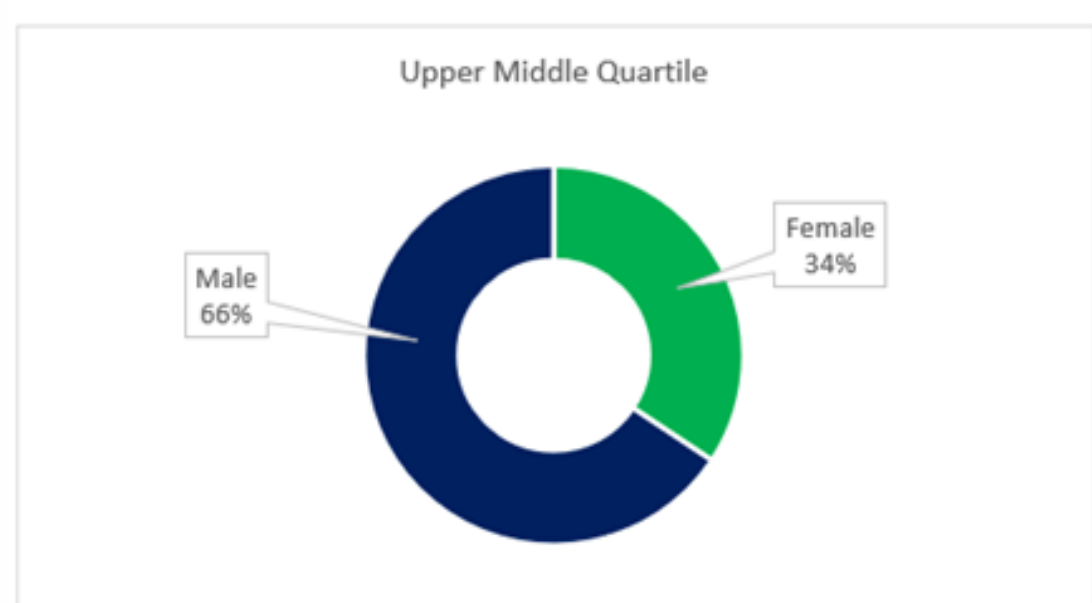
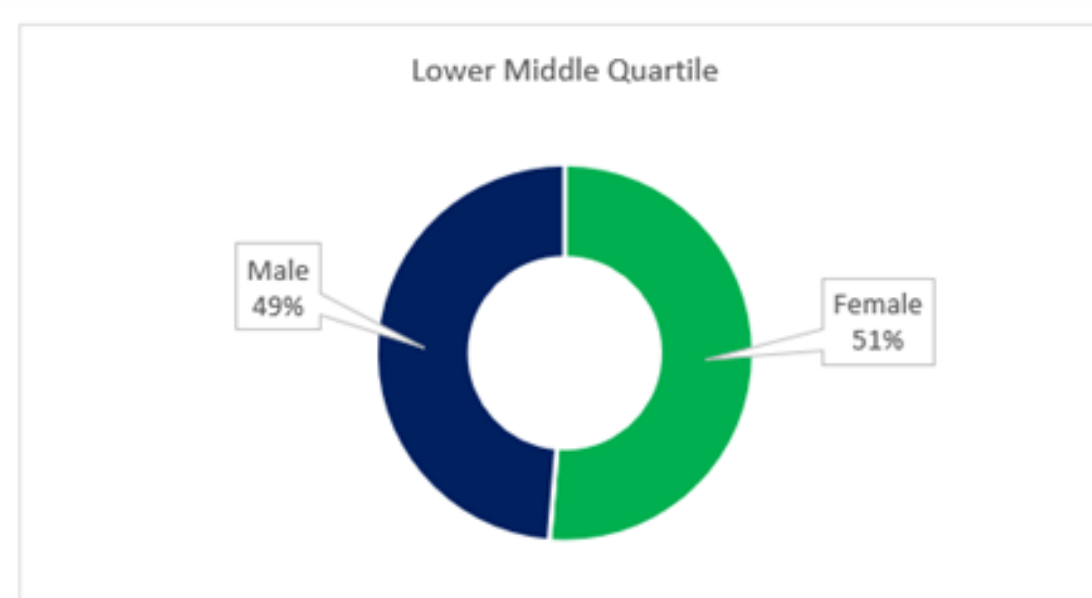
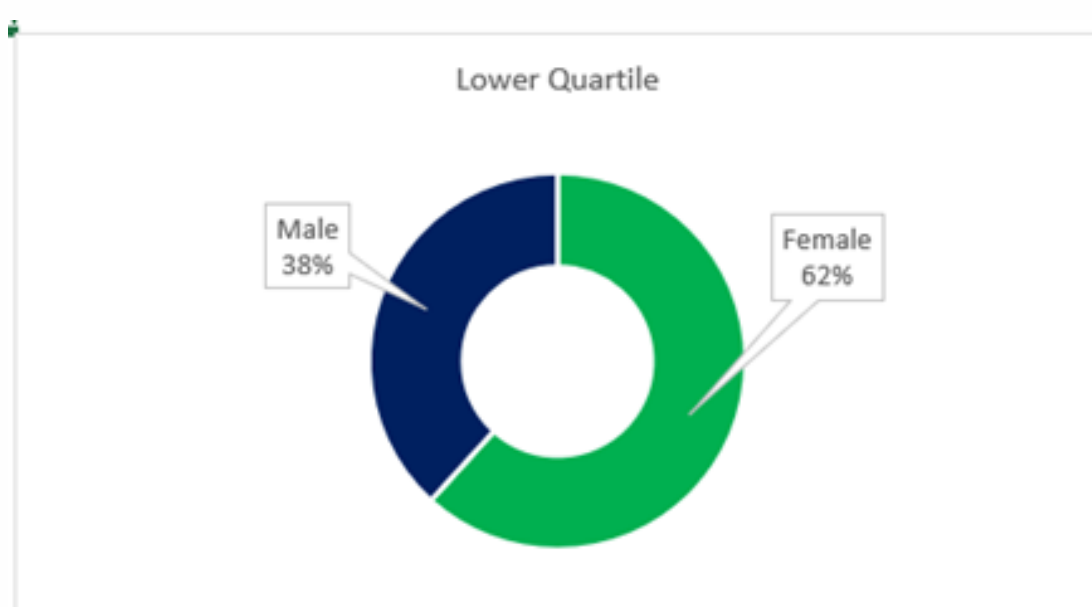


The number of employees receiving a bonus increased for both genders. Male employees who received a bonus increased by 9% to 45%, whilst the percentage of female employees receiving a bonus increased by 5% to 40%.

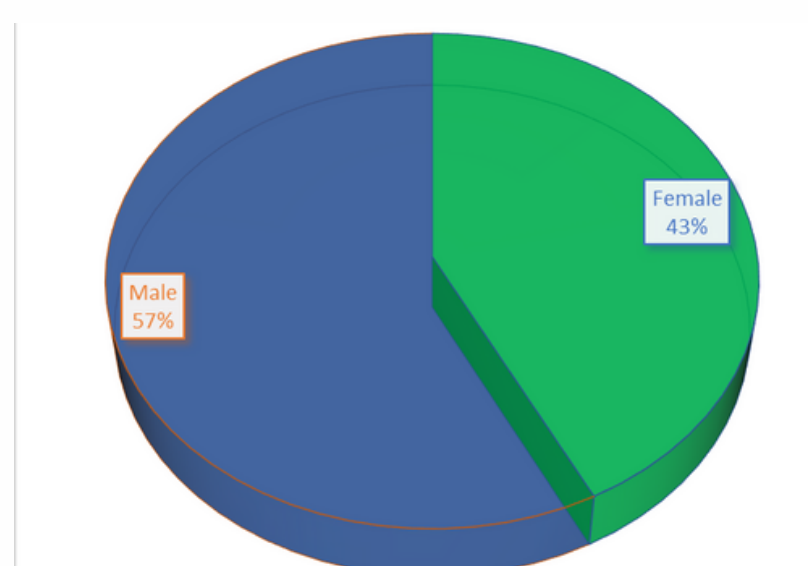


## Quartile pay band distribution

This is calculated by ranking the hourly rate of all employees from the highest to the lowest paid, dividing this list into four equal parts and working out the percentage of males and females in each of the four parts.



Gender split male v female



# Why is GTC gender pay gap higher than average?

**The business works across the construction, engineering and utilities sectors which are historically dominated by male employees.**

One of the big factors for the under representation of women in the utilities, engineering and construction sectors is that historically fewer women both in general and at a senior level have studied the STEM subjects (Science, Technology, Engineering and Maths) at school and university, meaning fewer women apply for roles in these sectors.

Following an analysis of the data, the key reasons for our gender pay gap are:



**The industry we work in, leading to a high proportion of males in engineering, construction, senior management and technical roles.**

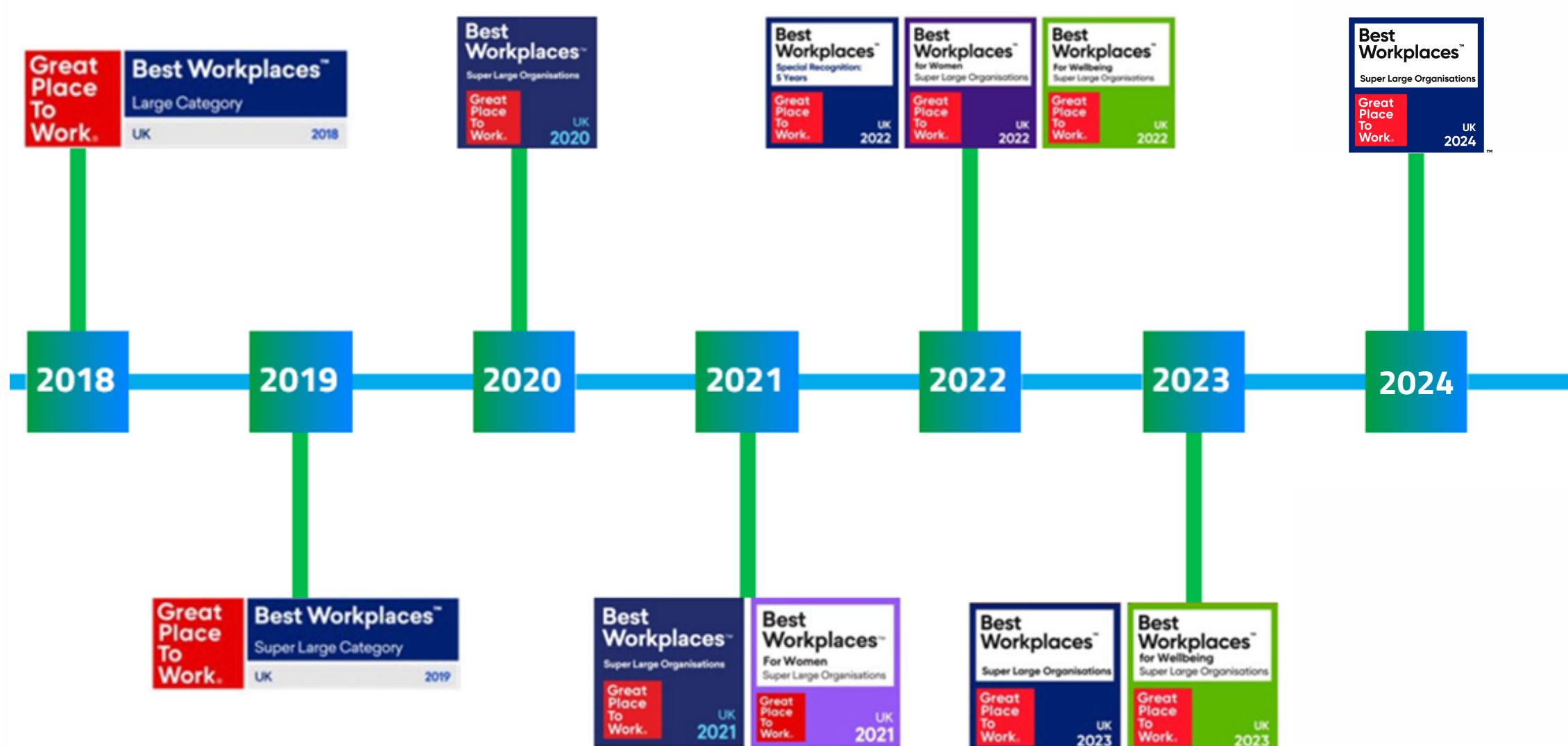


**More of our female employees are working flexibly in part time and support and administration roles.**

# How are we addressing the gap?

We are committed to providing a diverse and inclusive workforce, and to ensure all our employees and job applicants feel respected, safe and have the confidence to be themselves at work. We are committed to reducing our gender pay gap and ensuring we attract and recruit people from every part of our community and support our employees to achieve their full potential and feel valued and included, regardless of their gender, age, race, disability, sexuality or social background.

We are making progress, but there is more to be done. Our commitment to reducing the gender pay gap is reinforced through this commitment and by continuous improvement of our working practices and policies by listening to the voice of our colleagues. We have ranked for seven consecutive years for the UK's Best Workplaces™. Since 2021, we have ranked in the UK's Best Workplaces™ for Women for two years running and in 2022 and 2023, we have ranked in the UK's Best Workplaces for Wellbeing™.



We are mindful of the need to actively support and encourage women into management, engineering and technical roles within the company and this remains a key issue which we are tackling.

GTC have initiated a continuous development approach to our recruitment process in order to identify how we can maximise diverse attraction, application and appointment to our roles and specifically to ensure our adverts appeal to any gender. We are working towards a equitable gender split on applications for all roles. We will also train our teams and managers with recruitment best practice. We aim to select the best candidate for our roles, ensuring an inclusive and equal process is followed.

We ensure that our job adverts use gender neutral language to avoid word choices which may be interpreted as biased, discriminatory or demeaning by implying that one sex or social gender is the norm.



We continue to work in the communities in which we operate to encourage females to choose a career within our industry. We have a STEM (Science, Maths, Engineering and Maths) Ambassador Programme which builds relationships with local educational institutions to further encourage and promote the opportunities that are available for females to pursue a career in a STEM related subject and challenge stereotypes. We have had a work experience programme in place for 2 years which aims to encourage young people to gain experience within the engineering industry. We aim to recruit an equitable split of genders into the programme.

We have an Engineering Graduate Scheme across the business and of those appointed 33% were female, an increase from 25% in 2022. We continue to promote this programme and aim to attract a higher number of female graduates to apply for our scheme each year. We are also offering a Finance Graduate Scheme and Commercial Graduate Scheme which started in 2023.

We have introduced a hybrid working from home policy for certain roles in the business. This is to encourage a better work life balance for our employees. Additionally, we continue to review our flexible working policy; rigorously testing the boundaries of flexibility, including offering part time/ job share / hybrid working opportunities to increase the talent pool across the company and understanding that flexibility in work is a key attraction and retention tool for female employees.

Over 2023, we have reinvigorated our overall EDI processes and practices as we recognise this is a key organisational priority. We now have an established EDI Working Group, who are working closely with senior leaders to develop an EDI strategy, action plan and associated policies. The overarching aim for this work stream is to support the attraction, development and retention of a high performing and diverse workforce.

We have recently commenced a process of implementing enhancements to our Maternity benefits. This will include enhancing company maternity payments to ensure that we are in a competitive position to attract female employees.

We have a specific first line management training programme to equip employees with the necessary skills to apply for more senior roles and therefore encourage female employees to apply for management level positions. This training course provides specific unconscious bias coaching, in both the recruitment and selection module and the performance management module, which also includes fair treatment and equal opportunities.

Our Leadership and Management Programme for middle managers, senior managers and directors ensures that we maintain a consistent approach to managing people and equipping managers with the skills and competencies they need to lead their teams. This provides equality, diversity and inclusion training and ensures that we are giving the same message of our commitment to be an inclusive employer to all our leadership team.



We continue to improve our development process for women. In 2023, a webinar was run for senior people leaders to outline the purpose of the process, discuss talent throughout the Group, emphasise the importance of development plans, thereby enabling more development opportunities, and to help facilitate discussion and decisions. 100% of our senior managers either attended the webinar or watched the recording. Our people leaders were challenged to consider how diverse and inclusive they were in their thinking.

To improve flexibility and enable more people with childcare or other responsibilities to apply for our roles, we added a job share option to the recruitment process through our recruitment system so that managers can approve more positions to be eligible for job shares. This was launched in November 2023 and we will be monitoring how many roles are marked as eligible and how many job share positions are recruited.

To ensure that we are supporting women through key life stages in the workplace and support our retention of women, we delivered a number of menopause workshops in 2023 to bring the myths and facts about menopause to the forefront and to give people the tools they need to cope with the changes it can bring about in themselves and those around them. To increase understanding amongst male employees, we also included a workshop 'Men(opause) at work: Helping men through the menopause'. The workshops received very positive feedback and we plan to continue to run these sessions.

Having a passionate, happy and diverse workforce is central to our continued success as a business. We will continue to ensure we deliver on our commitment to creating a more inclusive workplace, that attracts and develops its employees and ensures they can succeed, regardless of their gender or background.

**I confirm that this statement is true to the best of my knowledge and belief**

**Sue Piper-Lane**

Head of HR

