

GRAHAM 

GRAHAM Construction Gender Pay Report 2024



INVESTORS IN PEOPLE™
We invest in people Platinum

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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 international accreditations. We continue to be one of a small number of employers holding both the **We Invest in People and We Invest in Wellbeing (IIP) Platinum standards**.

During 2024 we not only achieved the highest award level in the **Investor in Diversity accreditation framework (Leaders – Gold)** but we were named the **Number 1 organisation on the National Centre for Diversity’s Top 100 Inclusive Employers list**. We also won **IIP’s annual Equality and Diversity Excellence Award**, cementing our reputation as a national leader for best people EDI/FIR practices.

The basis of this success is quite simple – at GRAHAM our People ethos drives our strategy and actions – we know that 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.



Foreword continued

We recognise the essential need for a robust, progressive FIR strategy that focuses on delivering diversity and inclusion within our workforce, whilst ensuring we create equity in reward and 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 have provided the resources to deliver real change on the ground.

We are pleased to report that once again our pay gap has reduced across the key data points, demonstrating that our commitment and innovative processes are achieving their objective. With momentum gathering pace we are encouraged that we will see steady, consistent improvement that impacts the careers of our outstanding female talent, whilst making the business more successful through the diversity of our team.

Of course, we have much to learn, and FIR is a journey, not a destination. Key to this is collaborating with our peers across all industries, seeking collective, shared innovative approaches that positively change working life for everyone. FIR should not be seen as a competitive advantage. Rather GRAHAM views it as a way to support others so the UK economy can thrive and we all benefit.

The purpose of Gender Pay Gap Reporting

Before we analyse our 2024 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 the 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 several 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.

Emerging from COVID-19, the UK was faced with a cost-of-living crisis that depressed wages and reduced available roles, making it harder for females to compete in the market.

In addition, political uncertainty meant that organisations were more wary of making longer-term decisions, which in turn resulted in reduced flexible working opportunities. At a more basic level, people were faced with rising childcare costs and low uptake of shared parental leave.

All of these impacted the opportunities for females to access and succeed in the employment world.



However, amid these turbulent times, hope emerged with the new Labour government's commitment to 'Good Work' and their proposed employment legislation, designed to give more power and opportunities to workers in the future.

GRAHAM has been at the forefront of efforts to counteract negativity by implementing proactive policies aimed at promoting equity and employee engagement.

We have invested in supporting females by renewing our commitment to flexible working by default, developing a Carers network that seeks to understand and address the challenges females face in employment, and enhancing the support we provide for females returning to work from maternity or a career break.

In addition, we have enhanced our support for female well-being through the recruitment of a female well-being expert advisor and developing specific programmes aimed at supporting those with menstruation challenges that can impact a woman's ability to work effectively.

We recognise the importance of intersectionality, and our REACH and Disability networks are helping us understand the multi-faceted challenges females can face.

Labour's new legislation may be a challenge to some employers but for GRAHAM it will be business as usual – given that we are already providing the progressive measures they seek to bring in. So, whilst the economic and social landscape remains difficult GRAHAM is well placed to not only proactively support our female employees but influence others to reach levels that should be the basic right of all employees.



GRAHAM invest to create sustainable change

It's GRAHAM's 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 2024 to impact the Gender Pay Gap.



Mandatory Code of Conduct 'Respect' training



Development of flexible leadership learning journeys



The 'Speak Up' process embedded within the corporate governance framework



A new Wellzone app with dedicated female resources



A new Carers employee network



Key staff and leaders trained in applying EQIAs



Female leaders influencing FIR objective setting



Focus on education and support of 'taboo' female health topics



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...

- Increased the proportion of females in STEM roles
- Promoted more females into leadership roles
- Increased female positivity data across all topics in both internal & external engagement surveys
- Significantly reduced sickness absence durations for female health issues
- Significantly more females reporting equality and equity in key people areas such as recruitment, promotion, and reward
- Continued our trend of low female turnover at industry-leading levels

Our 2024 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 that given the nature of our industry and business model, there is a long way to go before our Gender Pay stats align with our leading practices.

We remain committed to listening to our people and building action plans based on this feedback. Only through partnership, vision, and singularity of focus will we reach our ambitions.

It's clear however that females love working in GRAHAM, feel heard, involved and are committed to shaping both the company's future and their own. Females have access to opportunities in GRAHAM to build a satisfying, progressive career.



Gender Pay Statistics 2024

Overall pay gap

To better understand the context of the 2024 Gender Pay Gap we include the 2023 data, which allows us to demonstrate the positive direction of travel, whilst taking cognisance of the challenges we face as a business for sustained change.

We are pleased to report a continued downward trend in the headline mean and median Gender Pay Gap figures.

Although these show modest changes for 2024, they actually represent significant improvement, especially when we factor in our business model and government calculation methods, both of which make it difficult to compare performance between organisations.

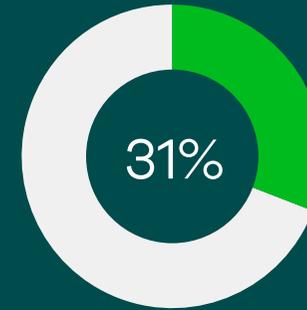
However, we are confident that as we continue to focus on delivering FIR/EDI change at grass roots levels, these headline figures will eventually calibrate to clearly reflect what is happening within our business.

What's very clear is that the impact of our progressive approach to FIR/EDI can only be fully appreciated when we start to look 'under the hood' at what is happening at the more micro, Quartile levels.

GENDER HOURLY PAY RESULTS

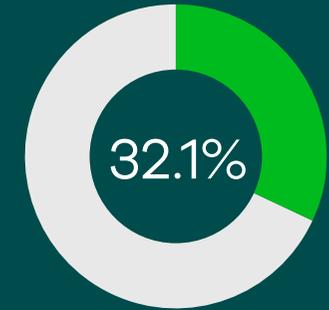
2024

MEAN



2023

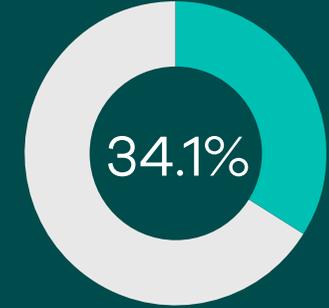
MEAN



MEDIAN



MEDIAN



Pay Quartiles

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

Significantly in 2024 the pay gap at each quartile level has reduced dramatically, with the Lower to Upper Middle Quartile gaps practically negligible.

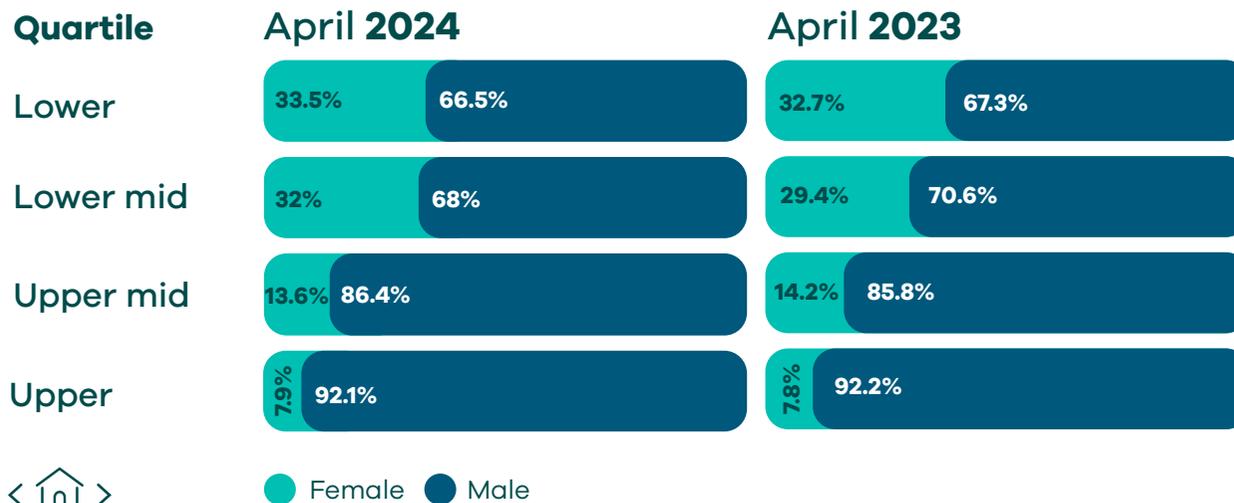
In addition, the pay gap for the most senior leadership level (Quartile 4) has reduced by 33% over a 2-year period, driven by an increase in female leadership talent, especially into Director and Head of Department roles.

Female proportionality has also increased at the lower quartile levels, driven by increased recruitment and retention success.

Overall, the company now has a higher proportion of females across all levels, increased promotion success rates and high female engagement, all of which means we are ideally poised to continue our successful eroding of the pay gap where it matters most.

So, our message from 2024 is simply 'Keep doing the right things well, consistently and the results will take care of themselves'.

	Mean	Median
2024		
Lower	-2.14%	-1.40%
Lower Middle	1.90%	4.26%
Upper Middle	2.41%	5.10%
Upper	11.94%	-1.98%
2023		
Lower	-0.02%	-0.16%
Lower Middle	2.37%	5.81%
Upper Middle	3.53%	7.32%
Upper	15.99%	0.94%



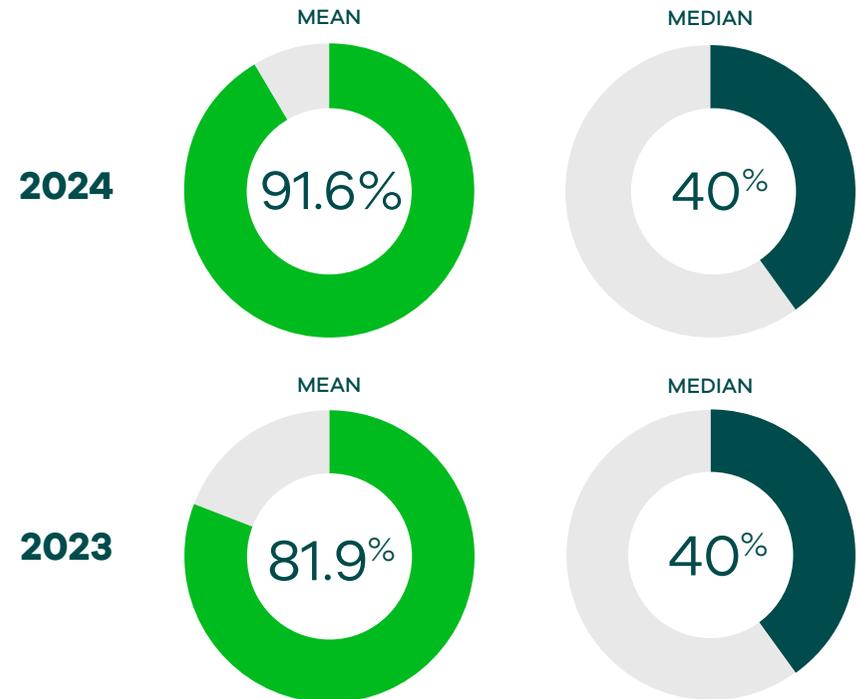
Bonus pay gap

Obtaining meaningful insight into the bonus gap at GRAHAM is always problematic, firstly as the reported figures relate to summer 2023, meaning it's like seeing light that's travelled a long time from a distant star to get to earth.

Drawing comparisons with other organisations must also come with a 'health warning', given that GRAHAM only provide bonuses for senior staff. As females make up a minority of this group, and even with an increase in female leaders, inevitably gaps will be significant.

In addition, the bonuses of operational senior leaders are driven by contract success, and a bumper year of high performance, along with the fact that most of these leaders are males led to a skewing of 2023 bonus pay.

However, we have identified bonuses as an area that requires positive action, and not just for female employees. Increasing females at senior levels will eventually reduce the gap. However, we are committed to making wide ranging change through an expansion of our bonus system so it is fairer for all.



Leading our FIR strategy to deliver real, lasting change



Hollie Cregan
Head of FIR/EDI



We recognize that true, sustainable change is a journey of growth and evolution. It is rarely a straightforward path; there are twists and turns, occasional setbacks, and moments of recalibration. But what remains constant is our unwavering commitment to our people and to doing what is right for them because ultimately, what is right for them is right for our business.

In 2024, we celebrated significant milestones in our inclusion efforts, earning industry awards and external accreditations that affirm the real, tangible progress we are making. While the road to meaningful change is not always easy, these achievements reinforce that the investment of time and effort is not only necessary but also profoundly worthwhile.

One of the key drivers of our success is that our people shape our approach. We do not work in isolation; we listen, consult, and act based on their insights. Our Women's Network, alongside our broader employee networks including our Carers Network, the Race, Ethnicity and Cultural Heritage Network (REACH), and our Neurodiversity and Disability Forum provides us with an intersectional understanding of the challenges women face in our industry. By engaging with these networks, we ensure that lived experiences inform every step we take, and we are committed to feeding back on the actions we implement as a result.

Our progress may not always be immediate, but it is meaningful. And we remain resolute in our mission to create an inclusive, equitable future for all.

We put women at the heart of our business plans, and they are responding



93%

believe managers are competent in FIR



91%

feel valued by their manager

85% 
all survey positivity – increased by 4% on 2023

92%

say FIR is what we do 

86%

feel they have equal opportunity to achieve in recruitment, training and promotion (up 5%)



5%

reduction in females feeling treated less favourably



94%

encouraged to consider FIR in everyday work



91%

say GRAHAM sends out strong FIR messages from the top (up 4%)



The power of collaboration in closing the Gender Pay Gap

At GRAHAM, we recognise that meaningful change begins with listening to our people. However, we also understand that true progress requires collaboration not only within our organisation but across our industry.

That is why we actively engage with clients, peers, and industry bodies such as the Institute of Civil Engineers (ICE), the Chartered Institute of Highways & Transportation (CIHT), and the Chartered Institute of Building (CIOB), all of whom have developed their own Equity, Diversity, and Inclusion (EDI) charters and commitments.

For many years, we have partnered with organisations like Women in Science and Engineering (WISE), reinforcing our commitment to delivering women-centered FIR/EDI solutions. This is particularly important for our colleagues in STEM (Science, Technology, Engineering, and Maths) roles, which are often site-based and come with distinct challenges compared to office-based roles.





Achieving long-term progress in this area requires a collective effort. In our sector, success should not be seen as a competitive advantage to be safeguarded but as an opportunity to drive industry-wide improvement. At GRAHAM, we are regularly invited to share our plans and achievements with our peers, reinforcing the belief that by working together, we can create a more inclusive industry.

At the same time, we recognise that there is no one-size-fits-all approach. What works for one organisation may not be suitable for another due to differences in business structure, workforce composition, or operational scale. However, we firmly believe that shifting the dial on gender equity requires openness not only in sharing best practices but also in acknowledging what hasn't worked and why.

A solution-driven mindset is at the heart of our approach, and we choose to collaborate with organisations that share this ethos. Conversations about the challenges we face are important, but without action, they remain just those... conversations. If we continue to do what we have always done, nothing will change. By working together, sharing knowledge, and committing to progress, we can drive meaningful change and build a more inclusive future for our industry.



Our female employees are telling us...

The business cares about and prioritises females' concerns

I have the same opportunities as my male colleagues

My manager creates flexibility so I can balance my family life and work

I've had the opportunity to influence our FIR targets

GRAHAM doesn't tolerate any inappropriate behaviour

I'm getting the development to advance my career

The business listens to and acts on constructive feedback

Business KPI improvements



7% ↑

increase in female proportionality



3% ↓

decrease in female turnover - a continued trend



15%

more females in leadership positions



6%



increase in females in manager/leader group



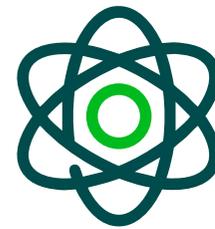
25% ↓

less sick leave for female health issues



10% ↑

increase in female applicants



48%

of females are in STEM roles – increased by 5%



Our people and their impactful stories

Emer Murnaghan OBE

Innovation Director - Civil Engineering



Emer Murnaghan has always had a love of civil engineering from the early days of studying Civil Engineering at Queens University, Belfast, to her pioneering work as Innovation Director at GRAHAM and Chair of ICE NI.

During her career, Emer has worked on numerous civil engineering projects, developed the G-evolution business improvement program at GRAHAM, been instrumental as Head of Sustainable Business in developing responsible sustainable business practices and is part of the team who created and now manage the GRAHAM Academy programme. Currently Emer is Innovation Director and, never resting on her laurels, has developed the Tiger Team approach to challenges within the industry by selecting experts in their field across the GRAHAM business and supply chain to work collaboratively to find the best outcomes for clients.

Externally, Emer has made substantial contributions to the industry through her involvement with the Institution of Civil Engineers (ICE), currently holding the role of Chair of ICE NI. She has been a leader in promoting diversity and inclusion within the industry, working with organisations like WISE and driving change through an annual, groundbreaking diversity benchmarking exercise with National Highways. Her efforts have been recognised with several awards, including a MBE, and she continues to influence the industry through her roles on various boards and committees, including as Vice Chair of Engineering Council. Emer's work both within GRAHAM and in the broader engineering community highlights her absolute commitment to innovation, sustainability and inclusivity.

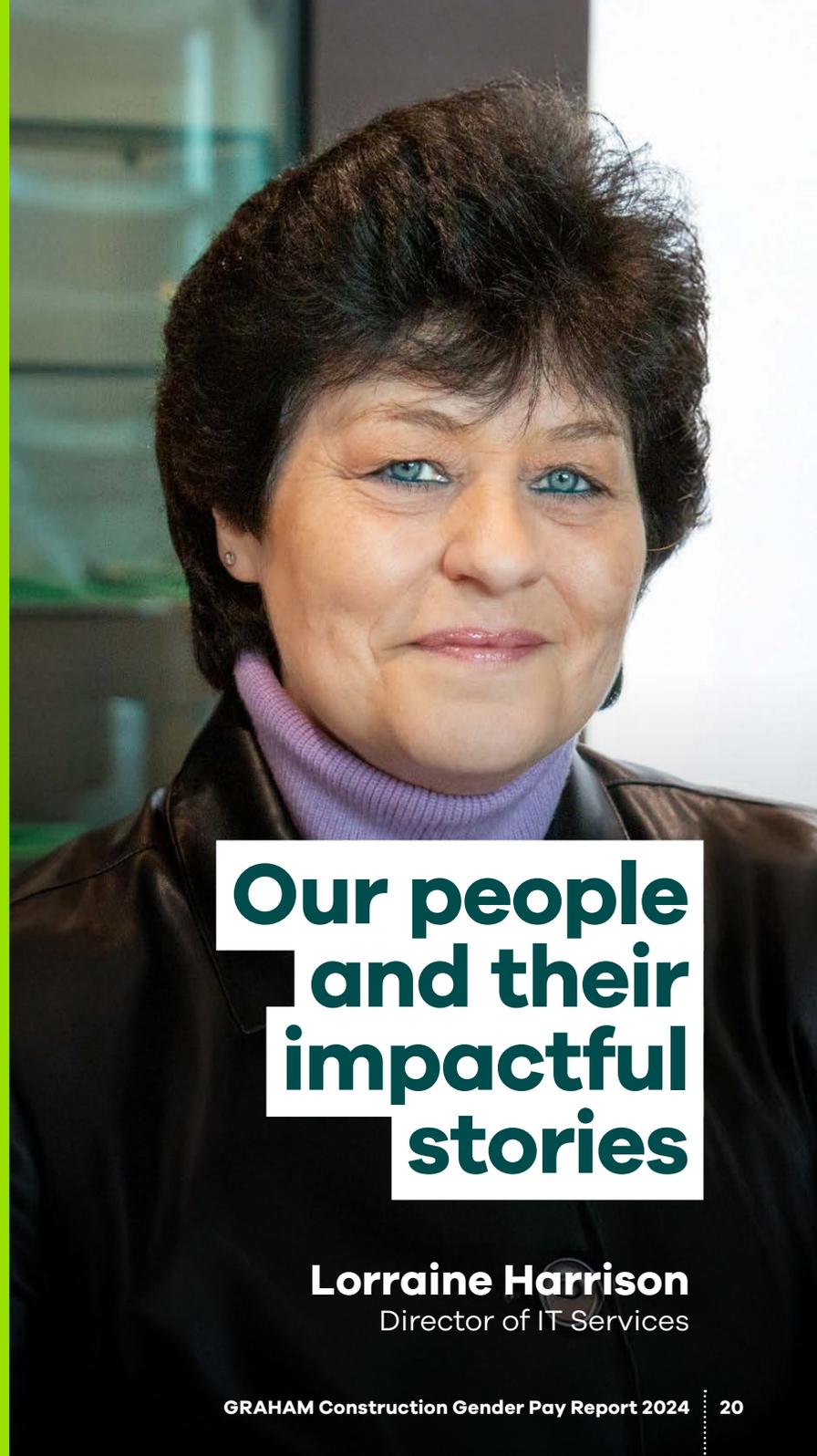
In 2016, Lorraine Harrison joined GRAHAM as Director of IT Services. With her extensive experience in complex change management and IT operations, Lorraine crafted a comprehensive IT strategy, realigned roles, and built a robust team excelling in various disciplines such as security, cyber mitigation, and digital construction.

Her leadership quickly earned her respect and admiration, and she became a sought-after advisor within her professional and private networks.

Under Lorraine's guidance, GRAHAM IT has achieved significant success and considerable impact within the business, elevating the team's reputation and setting new industry standards.

Beyond her professional achievements, Lorraine is deeply committed to charitable work. As a member of a Rotary Club, she helps raise funds for international causes such as WaterAid and Ending Polio, as well as local organisations such as Air Ambulance and the British Heart Foundation.

Lorraine's career was recently recognised with a British Computer Society Fellowship, placing her among an elite group of IT professionals. Her journey at GRAHAM exemplifies the transformative power of visionary leadership and unwavering dedication, showcasing her exceptional impact both professionally and personally. Lorraine's story is testament to the profound difference one individual can make, inspiring others to strive for excellence and contribute meaningfully to their communities.



Our people and their impactful stories

Lorraine Harrison
Director of IT Services



Our people and their impactful stories

Louise Seddon
Social Impact Manager



In 2004, Louise Seddon joined the construction industry as a Document Controller but by 2008, had transitioned to a pioneering role as a Project Skills Coordinator, focused on social value and targeted outcomes.

Her experience spans various sectors, including social housing, waste management and further education, where she has driven initiatives to support employment and community engagement.

At GRAHAM, Louise has leveraged her expertise to introduce innovative programs like CRE8, the Beacon Programme, and on-site Immersive Pods. She actively shares best practices and engages in continuous personal development through training opportunities. Her efforts have led to meaningful, lasting impacts, often extending beyond standard project goals through volunteering, donations, and expert advice.

Outside of work, Louise has held numerous voluntary roles, including Development Award Assessor for The King's Trust, Restorative Justice Facilitator, and Social Housing Scrutiny Panel Member. Currently, she focuses on supporting GRAHAM and her church community, contributing to activities such as foodbanks and youth groups. Louise's dedication to her profession and community highlights her commitment to creating positive change wherever she can.

Micha Newman, a Site Engineer, has made significant strides both within and outside her role.

She first joined GRAHAM as a year-out student in 2020 and after completing her Masters in Civil Engineering, returned to GRAHAM in 2023, quickly progressing from graduate site engineer to site engineer within the GRAHAM academy programme. Micha has co-founded the REACH employee network, promoting race equality and cultural heritage within the company.

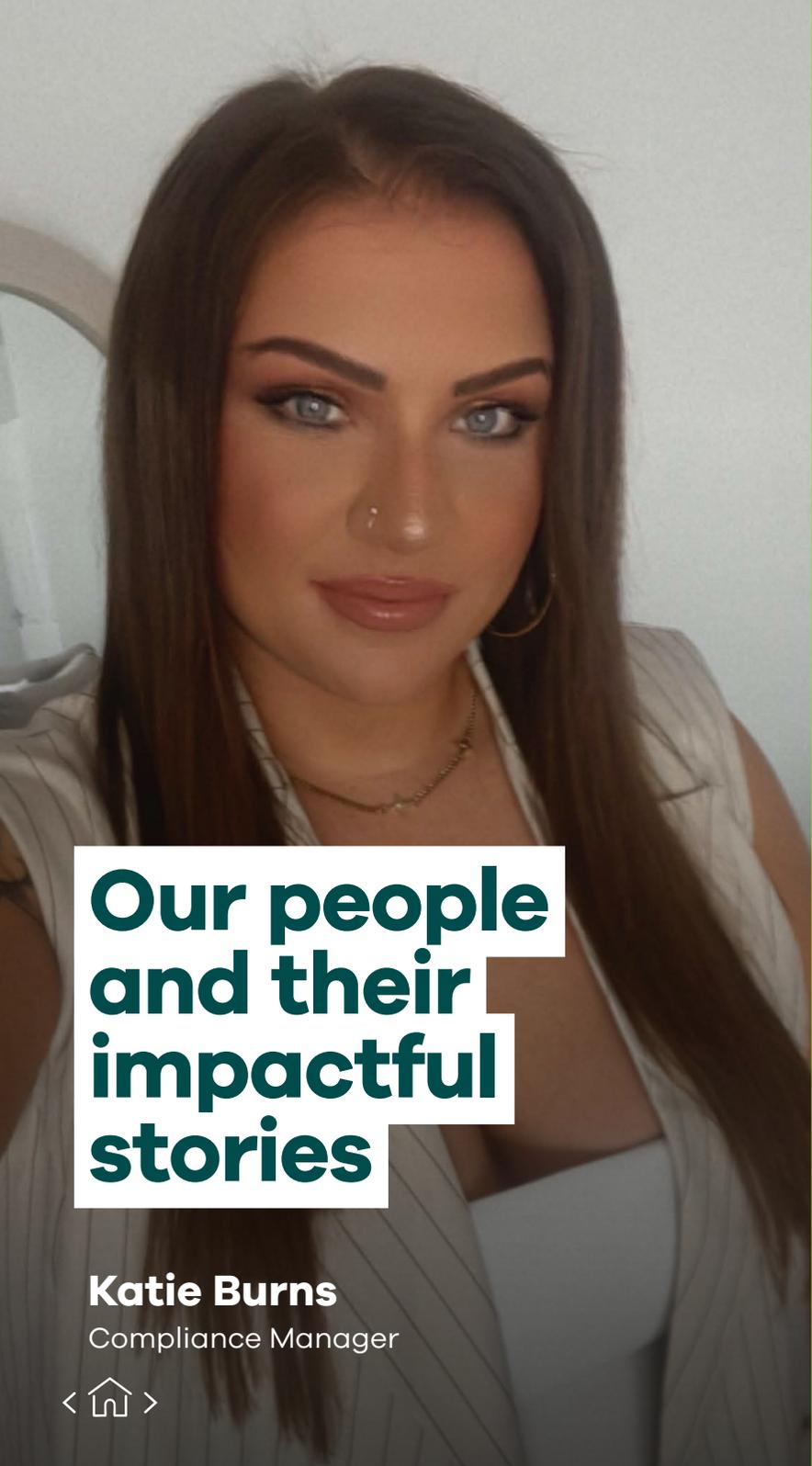
Externally, Micha is passionate about rugby and plays for Driffeld Rugby Club in London. She had the honour of representing Jamaica Rugby at the Women's XV Rugby Americas North tournament. Micha also holds coaching qualifications in rugby and has coached at various clubs local to her project location. Her dedication to her profession and her sport, along with her efforts to foster inclusivity at GRAHAM, highlight her commitment to making a positive impact both inside and outside of her job.



**Our people
and their
impactful
stories**

Micha Newman
Site Engineer





Our people and their impactful stories

Katie Burns

Compliance Manager



Katie has been in the construction industry for eight years, with three years at GRAHAM. She started as a Site Administrator and quickly progressed to Senior Site Administrator and then Compliance Manager.

In her role, she ensures compliance with the Integrated Management System (IMS) and has been instrumental in training and supporting site teams. Katie also leads the Building North Young Persons Forum and has been involved in developing the Learning from Experience (LFE) database.

Externally, Katie is active in volunteering, including participating in events for the Glasgow Children's Hospital Charity. She is also pursuing an Honours Degree in Business Management. Katie's dedication to her role and her contributions outside of work demonstrate her commitment to making a positive impact both within and beyond GRAHAM.

Progressive excellence in FIR

Our 2025 Focus

Attract

- 'Imagine working at GRAHAM' marketing campaign to showcase diverse opportunities at GRAHAM.
- Develop more diverse recruiting managers.
- Diverse panels as default
- Analyse and improve diverse candidate/new start onboarding experience



Develop

- Leaders' FIR development programme eg EQIA module
- Manager 'How to Guides' on key FIR topics
- Focus on 'Anti-bias' training
- Access to personalised, on-demand management learning journeys



Progressive excellence in FIR

Our 2025 Focus



Engage

- Establish Disability and LGBTQ+ employee networks
- Women@GRAHAM network partners with the gender strategy
- Site FIR Clinics
- FIR 'Pulse' polls in key action areas



Retain

- Senior leadership reverse mentoring programme
- Monitor trends in 'Speak Up' feedback
- Additional support for Carers
- Showcase female role models



Progressive excellence in FIR

Our 2025 Focus

Lead

- Develop a standalone FIR strategy
- Appoint a Board level male sponsor
- Develop and pilot a Supply Chain FIR Toolkit
- Lead on Labour government 'Good Work' legislation
- Benchmark Diversity data trends
- Stakeholder commitment to our 3rd Party Code of Conduct



Summary

The Gender Pay Gap continues to be impacted by the turbulence of the marketplace, the changing world of work, and political aspiration. Whilst 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.

It is encouraging to be able to report a continued downward trajectory of our headline pay gaps, whilst seeing significant improvements in our already industry-leading Quartile gap figures.

With the drive, commitment and investment from senior leadership our FIR approach is making a difference to not only females but all our employees, establishing a career with GRAHAM as a pinnacle aspiration for people within our industry.

However, the heart of success is down to our people themselves. Their engagement, willingness to provide constructive feedback and, above all, to be part of the solution, is laying the foundation for future success.

Together we are building a better future.



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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