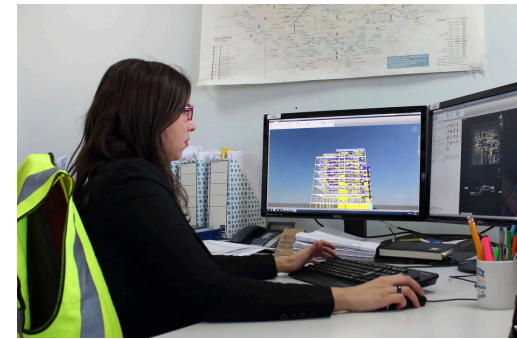


Gender Pay Gap Report 2021



Foreword from our Group Managing Director



Gratte Brothers operates in the Construction Industry with a workforce composed of 85% male and 15% female, which is slightly higher but largely in line with the UK Construction Industry as a whole. We know that we can't shy away from the gender inequality that persists in our industry so we're committed to putting our principles into practice and ensuring we take steps every year in order to be part of the solution.

Culture & Change

Gratte Brothers has always been proud to be a family-owned business and proud that 40% of its shareholders are women. In today's market where long service is not commonplace, we're proud of the culture we've cultivated as well as our average length of service which is 16.5 years. However we know that we cannot just sit back and assume this will continue; a positive culture requires change and response. Therefore we frequently review all of our policies to ensure that they allow for fairness and flexibility in the workplace for all our people and their families regardless of their gender or makeup.

In the last year, we have been reviewing our Agile Working Policy and are currently running a trial to see how greater flexibility in the workplace is possible. We believe that a flexible business is both a successful and appealing business and leads to happier staff and a healthier work/life balance.

This year, we appointed our first female Group Financial Director and Executive Board Member, Bronwyn Miller who not only sits on our Group Board but also each of our Operating Company Boards. Bronwyn earned her ACCA qualification whilst working at Gratte Brothers and as a business that values internal development and promoting from within, this is a success story that we will make sure sets a precedent.

Development & Diversity

We design and implement policies and processes that allow for a fair workplace and our management approach ensures fairness. Our leaders know that they have a duty to use our training and development budget to help further the careers of all our people. Whilst women are represented across our business, we can and must do better and therefore we are setting our focus on more diverse recruitment processes and providing greater support for our people. We currently have an internal initiative looking at how we can create new entry pathways into the business by establishing contacts with a range of diverse organisations and we are also developing a mentoring programme to offer our people the opportunity to be mentored by a member of staff in order to provide advice and support their aspirations. We're excited to be teaming up with Women into Construction this year, a not-for-profit organisation that promotes gender equality in construction in order to offer 15 women with work experience on one of our London-based sites. Our hope is that these opportunities will offer insight and experience for women who are considering joining our industry. By offering placements in mechanical, electrical, project engineering and document control, we're hoping that

it will be just the start of exciting careers in construction for many. We will also be guaranteeing an interview for a full-time position within Gratte Brothers for any of the women who are inspired by the experience.

Recognition & Awareness

We remain an ever proud partner of the Women's Engineering Society, a professional network of women, which further signals our commitment to gender equality and acts as a pathway for women to join Gratte Brothers. Our Equality, Diversity and Inclusion Policy confirms that we are an equal opportunities business who recruit solely on capability.

We will also always utilise our social media platforms to bring awareness to initiatives such as Women in Engineering Day and also highlight our successes as a business. Our successes are always a result of a team effort and would not be possible without each and every member of our Gratte Brothers' teams. Our overall aim and commitment is to take steps every year towards being a greater, more diverse and therefore more successful team.

A handwritten signature in black ink, appearing to read 'David Gratte'.

David Gratte

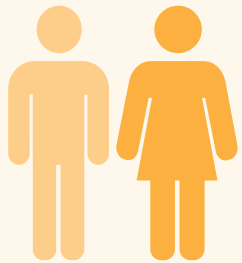
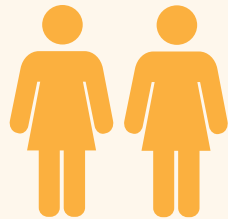
I confirm that the Gender Pay Gap Data contained in this statement is accurate and has been produced in accordance with the regulations.

Our Pay Gap Data At A Glance



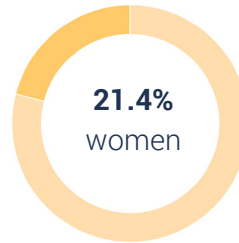
429
UK employees

2
Female Board Members

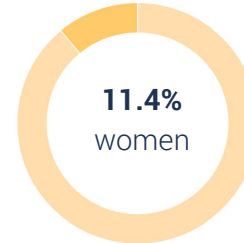


15.2%
of our employees
are women

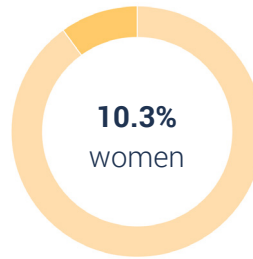
Quartiles



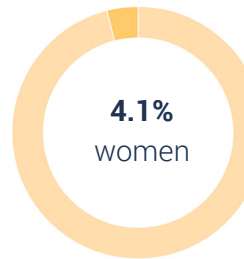
Lower Quartile



Lower Mid Quartile

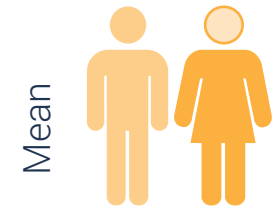


Upper Mid Quartile



Upper Quartile

Hourly Pay

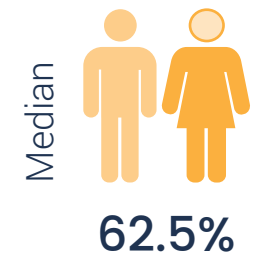
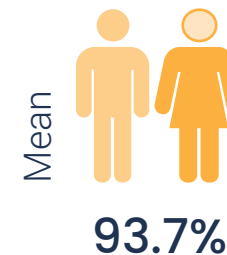


21.3%



11.9%

Bonus Pay



Equality, Inclusion and Diversity Policy

This policy applies to Gratte Brothers Group Limited and all of its subsidiary companies, which comprise of **Gratte Brothers Limited; Gratte Brothers Specialist Services Limited; Gratte Brothers Catering Equipment Limited; Gratte Brothers Security Management Limited** and **Gratte Brothers Technical Services Limited**.

The Company is committed to the principle of equal opportunity in employment.

The terms equality, inclusion and diversity are at the heart of this policy. Equality means ensuring everyone has the same opportunities to fulfil their potential free from discrimination. Inclusion means ensuring everyone feels comfortable to be themselves at work and feels the worth of their contribution. Diversity means the celebration of individual differences amongst the workforce. We will actively support diversity and inclusion and ensure that all our employees are valued and treated with dignity and respect. We want to encourage everyone in our business to reach their potential.

We value people as individuals with diverse opinions, cultures, lifestyles and circumstances. All job applicants, employees and workers, including agency workers and sub-contractors, are covered by this policy and it applies to all areas of employment including recruitment, selection, training, career development, and promotion. These areas are monitored and policies and practices are amended if necessary to ensure that no unfair or unlawful discrimination, intentional, unintentional, direct or indirect, overt or latent exists.

Equality of opportunity, valuing diversity and compliance with the law is to the benefit of all individuals in our Company as it seeks to develop the skills and abilities of its people. While specific responsibility for eliminating discrimination and providing equality of opportunity lies with managers and supervisors, individuals at all levels have a responsibility to treat others with dignity and respect. The personal commitment of every employee to this policy and application of its principles are essential to eliminate discrimination and provide equality throughout the Company.

Management will ensure that recruitment, selection, training, development and promotion procedures result in no job applicant, employee, or worker receiving less favourable treatment because of a protected characteristic within the Equality Act 2010 which are race, including colour, nationality, ethnic or national origin and caste; religion or belief; disability; sex; sexual orientation; pregnancy or maternity; gender reassignment; marriage or civil partnership; and age. In accordance with our overarching equal treatment ethos, we will also ensure that no one is treated less favourably on account of their trade union membership or non-membership, or on the basis of being a part-time worker or fixed-term employee. The Company's objective is to ensure that individuals are selected, promoted, and otherwise treated solely on the basis of their relevant aptitudes, skills and abilities.

We will ensure that the policy is circulated to any agencies responsible for our recruitment and a copy of the policy will be made available for all employees and made known to all applicants for employment.

The policy will be communicated to all sub-contractors reminding them of their responsibilities towards the equality of opportunity.

The policy will be implemented in accordance with the appropriate statutory requirements and full account will be taken of all available guidance and in particular any relevant Codes of Practice.

Management has the primary responsibility for successfully meeting these objectives by:

- not discriminating in the course of engagement against employees, workers or job applicants;
- not inducing or attempting to induce others to practise unlawful discrimination;
- bringing to the attention of our workforce that they may be subject to action under


the disciplinary procedure, or other appropriate action, for unlawful discrimination of any kind.

You can contribute by:

- not discriminating against fellow employees, workers, customers, clients, suppliers or members of the public with whom you come into contact during the course of your duties;
- not inducing or attempting to induce others to practise unlawful discrimination;
- reporting any discriminatory action to your Line Manager.

The successful achievement of these objectives necessitates a contribution from everyone and you have an obligation to report any act of discrimination known to you.

If you consider that you are a victim of unlawful discrimination you may raise the issue through the grievance procedure.

Signed:  (D Gratte, **Group Managing Director**)

Date: 9 September 2021

