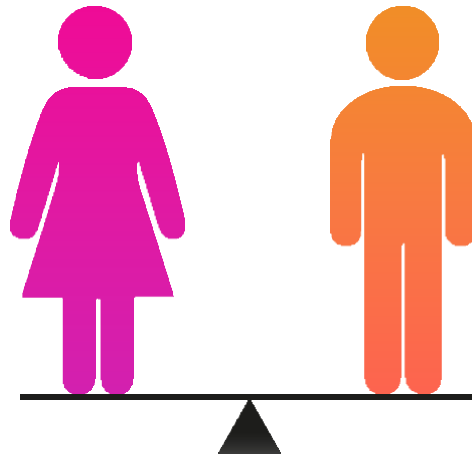


GRS GROUP GENDER PAY REPORT 2025



GRS is pleased to publish its Gender Pay Report for 2025. In previous years our gender pay data showed that the average pay difference between women and men was continuing to decrease and that any 'gap' was the result of the different roles carried out by men and women in the business. This trend was sustained in 2025 as we continue to increase the diversity of people who carry out different roles within the organisation.

GRS is Britain's largest independent trader and transporter of construction products, waste materials and associated services. Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, we are required to publish our gender pay data annually.

One of the three pillars in the GRS Group's core strategy – and arguably the most important – is to be 'number one for people'. This means that GRS is actively committed to equality, diversity and inclusion of all people, regardless of their sex, race, religion or belief, country of origin, age, marital or partnership status, pregnancy, maternity or paternity circumstances, sexual orientation, gender reassignment, disability or learning difference.

In this document we report on the following:

- **The mean gender pay difference**
- **The median gender pay difference**
- **The mean gender bonus pay difference**
- **The median gender bonus pay difference**
- **The proportion of men and women in each 'quartile' pay band**

In 2025 we were accredited by the Menopause Association and updated our menopause training. We continue to invest in our people by continuing and developing our 'Let's Talk Campaign', as well as working with several external companies to deliver training linked to mental health.

Between 2024 and 2025 the mean gender pay gap improved, going from 11.1% to 10.8%. Any gender pay differences highlighted do not stem from paying men and women differently for the same or equivalent work. Rather, the difference is the result of the widely differing roles which men and women carry out within the organisation and the relative salaries that these roles attract.

1. How we use the results

As required, the results of our gender pay analysis are published on our own website and the relevant government website.

We are committed to addressing any differences in gender pay highlighted in our data and we will use the results of our analysis to:

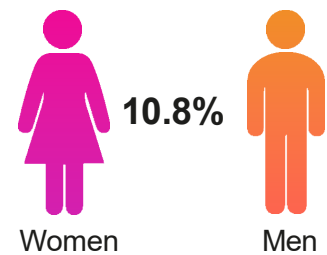
- monitor the situation regarding gender equality across our business
- address the balance of male and female employees at different levels and in different roles
- assess the effectiveness of our people development programme
- improve how talent is nurtured, recognised and rewarded

All our statistics are compiled using the standard methodologies set out in the Regulations, based on a 'snapshot date' of 5 April 2025 (with last year's data in brackets), and with reference to the ACAS guidelines where appropriate.

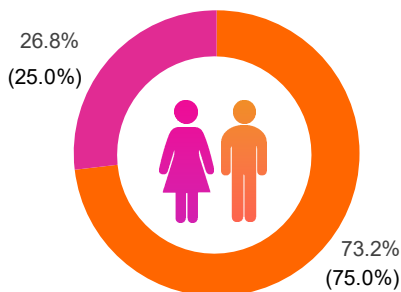
2. Key findings

The ongoing difference in gender pay appears to result from the necessity to elevate mean hourly pay rates and bonus payments in order to attract and retain people in certain roles. These roles are traditionally carried out by men, albeit we are actively seeking to attract all people to these roles to reduce the gender pay gap. The significant difference in median bonus is also because the majority of male employees are in operations and HGV driving roles.

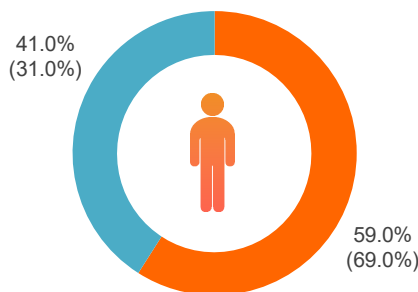
	Average: Mean	Average: Median
Gender Pay Difference	+10.8% (+11.1%)	+2.3% (+1.7%)
Gender Bonus Pay Difference	+47.4% (+12.4%)	-110.2% (-81.6%)



Proportion of men and women across the group

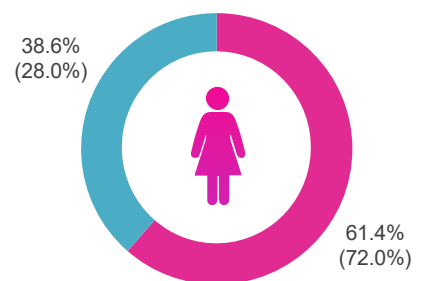


Percentage of men paid a bonus



■ Men paid a bonus
■ Men not paid a bonus

Percentage of women paid a bonus



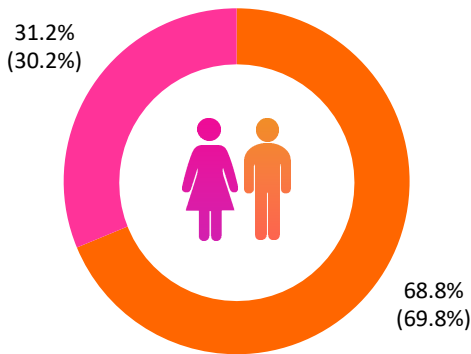
■ Women paid a bonus
■ Women not paid a bonus

Note - numbers in brackets indicate the previous year's data for comparison.

3. Quartile pay bands

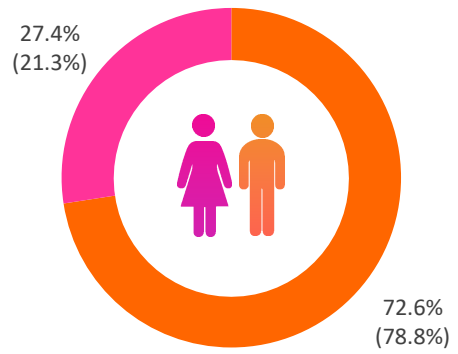
This data shows the male-to-female split of our workforce in each pay quartile. It was established by ranking our whole workforce in terms of hourly paid rates from lowest to highest and then dividing them into four equally sized pay quartile groups, following which the proportions of men and women in each of the quartiles were calculated.

Lower quartile



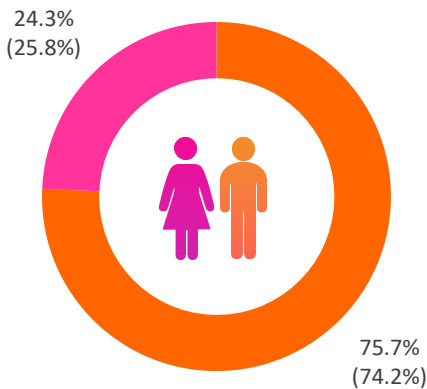
Lower - Includes all employees whose standard hourly rate places them at or below the lower quartile.

Middle lower quartile



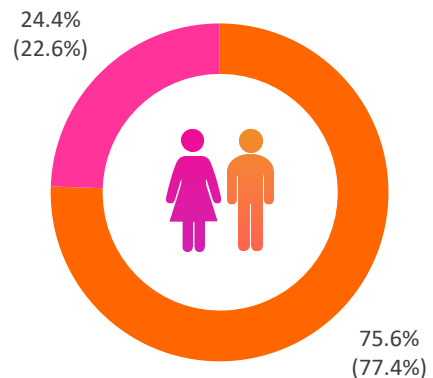
Middle Lower - Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median.

Middle upper quartile



Middle Upper - Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile.

Upper quartile



Upper - Includes all employees whose standard hourly rate places them above the upper quartile.

Note - numbers in brackets indicate the previous year's data for comparison.

4. Conclusion

Despite ongoing endeavours, our industry sector – construction materials, transport, waste and recycling – continues to attract predominantly male workers in operational roles – these are mainly site operatives and drivers. Administrative staff tend to be female although we have seen an increase in men joining the administrative teams. The gender pay difference at GRS is clearly a reflection of the different jobs performed by men and women and the salary levels for those roles. Where a man and a woman are doing the same job, our analysis confirms that there is no difference in pay.

5. Managing gender pay and diversity

GRS continues to make progress to ensure we are an equal opportunities employer and provide appropriate and attractive workplaces and job roles for all people. We consider it part of our mission to achieve equality across the whole group.

Our comprehensive people development strategy – delivered by the ILM-recognised GRS Academy – has introduced a number of training programmes including our 'First Line Management Course' attended by a diverse range of employees. Equally, the GRS 'My Development Goals' scheme gives all our employees greater opportunities for personal development and training. Since our last report we have continued to create a highly supportive work environment, placing wellbeing at the core of our people strategy. Under the umbrella of our 'Let's Talk' campaign, this includes:

- Appointing dedicated health and wellbeing manager
- Training managers on how to produce wellbeing action plans
- Establishing health and wellbeing ambassadors
- Producing health manuals on gender-specific issues
- Putting time aside for health and wellbeing
- Setting up managed noticeboards at all 50 of our sites and offices
- Wellbeing and resilience training for over 100 people
- Wellbeing workshops and webinars on everything from diet and exercise to cancer and menopause
- Series of videos with about physical and mental health issues

The continued actions that GRS is taking to support gender diversity across its workforce includes:

- Supporting parents with a range of family-friendly policies and benefits/perks
- Creating opportunities in operations and driving e.g. with more flexible hours, job shares, etc
- Promoting / appointing women to more senior roles wherever possible
- Ensuring our people strategy aligns with our business strategy
- Monitoring our performance and taking steps to continuously improve

I, Jon Fisher, CEO, confirm that the information in this statement is accurate.



Jon Fisher
Chief Executive Officer
GRS Group