

grainger plc

*People at
the Heart*

*Equality, Diversity, Inclusion
and Wellbeing Report 2025*





I am proud of the progress we continue to make in creating a more inclusive, fair and balanced organisation. We remain focused on building strong pipelines for progression, attracting diverse talent into the business, and ensuring our policies, practices and culture support everyone to thrive.

We have taken further steps to reduce our gender pay gap, strengthened female representation across the business, and maintained a strong focus on fair pay, development and progression for all colleagues. While our gender pay gap continues to move in the right direction, we know this is long term work and that there is more to do.

External benchmarking and transparent reporting remain important in helping us measure progress and hold ourselves to account. By listening to our colleagues and turning insight into action, we are building firm foundations for sustained improvement and reinforcing our commitment to putting people at the heart of everything we do.

Helen Gordon
Chief Executive Officer
Grainger plc

Equality, Diversity and Inclusion at Grainger



The Equality Diversity & Inclusion (ED&I) Steering Committee continues to progress the broader strategic approach and ensures there is connectivity within the ED&I Network.

The 2025 ED&I calendar, developed by the Network, sets out the key events to be delivered across the business throughout the year. Each event is sponsored by a member of the ED&I Steering Committee or Executive Committee, who is paired with a Network member volunteering to lead delivery.

As part of the ED&I calendar, the Network delivered an awareness campaign celebrating International Women's Day in March. A highlight of the event was a Q&A with two colleagues who had recently joined the Network, delivered in a conversational interview format. Over 60 colleagues attended this insightful session, which covered topics including allyship, career development and workplace culture.

In April, the Network organised Autism Awareness Month, sharing content on the company intranet. This year's focus was on personal stories from colleagues across the business.

Introduction continued

To celebrate Pride, the Network organised a range of events to raise awareness. Key activities included a panel Q&A and a 5K walk across all offices. The panel featured colleagues from across the business, including an Executive team sponsor, and enabled open and honest discussion. The event was well attended, with over 70 colleagues participating.

In support of Carers Week, and our ongoing partnership with Carers UK, a learning hour session was delivered for Grainger colleagues on 13 June. The session was facilitated by HR, with an ED&I Steering Committee sponsor sharing personal experiences of caring responsibilities.

Later in the year, initiatives including Black History Month (October), Wear Red Day (October) and Men's Mental Health Awareness Month (November) took place. The ever-popular World Cuisine Day was also held in November across all offices, giving colleagues the opportunity to share dishes celebrating different cultures.

A significant addition to the ED&I and Wellbeing Network has been the Mental Health Awareness subgroup. This group plays an important role in extending the Network's reach and supporting key campaigns, including National Walking Month, Blue Monday and National Financial Awareness Day, in line with the Wellbeing strategy.



I am extremely proud of the work we have delivered as a business in support of the UK's leading anti-racism education charity, Show Racism the Red Card. Through our continued partnership and participation in Wear Red Day, we have played a vital role in educating, challenging perceptions, and promoting inclusion. It has been a privilege to help raise awareness of a charity that is deeply meaningful to me, and to have the opportunity to be an ally to colleagues by encouraging open conversations, learning, and collective action. At a time when anti-racism education is more important than ever, it has been inspiring to support Wear Red Day with such determination to keep spreading this crucial message. Our involvement reflects our values as a business and our commitment to fostering equality, respect, and meaningful social change.

Lynn Stevens
Accounts Payable Manager



I'm incredibly proud of the strong foundations we've built together and the progress we've made over the past year.

Retaining our Two Star Best Companies accreditation and achieving outstanding levels of colleague engagement are powerful reflections of the culture we've created – one where colleagues feel valued, supported and able to thrive.

What stands out most is that this progress has been driven by all of our colleagues at Grainger. It is particularly encouraging to see meaningful improvement across our Equality, Diversity and Inclusion agenda, as well as a strong focus on team and personal development.

Looking ahead, we will continue to build on this success by strengthening our culture of continuous improvement. We'll keep listening, keep learning and keep challenging ourselves to do even better for our colleagues and our customers. With such a strong collective spirit and a clear sense of purpose, I'm confident that we'll continue to make Grainger a great place to work and grow.

Louise Morshead
Head of HR

Our commitments

Our commitments



Our commitments to improving gender balance and diversity within our business and beyond.

We remain a diverse organisation and we need to ensure that this is reflected at all levels of the Company. We continue to develop plans to further narrow our gap, with actions including:

External benchmarking

The National Equality Standard, an external benchmark, helps guide and steer further enhancements and improvements.



Data monitoring

Diversity and our gender pay gap continue to be regularly discussed at Executive and Board level. We continue to regularly review our recruitment data to monitor performance on diversity and gender balance across the business.

We continue to contribute to initiatives

We continue to change the perception of opportunities within the property sector and by giving back to our communities. This includes delivering further school engagement and community projects, and sponsoring the bursary of a student through the Worshipful Company of Chartered Surveyors.



Our commitments continued

We already have a diverse workforce

We continue to seek ways of extending this diversity. We continue to look at what other companies are doing in terms of diversity through Real Estate Balance and the BPF Diversity & Inclusion Champions Network. To ensure diversity remains on the agenda within Grainger, we will continue to raise awareness and encourage diversity within our workforce through our Equality, Diversity & Inclusion Network. We will track the diversity of our colleagues using our annual Equality, Diversity & Inclusion questionnaire.



BRITISH
PROPERTY
FEDERATION



Review of our policies

We continuously review all our policies to ensure that they continue to be supportive towards the recruitment and retention of women.

Investing in our people

Through training and development, support for professional qualifications and further development and learning opportunities.

People at the heart of everything we do

Colleague engagement is important. We will continue to participate in the Best Companies employee engagement survey by undertaking a pulse and annual survey each year. Colleagues have an opportunity to use the survey as a platform to share their experiences and suggest ways in which we can improve our gender diversity.

Recruitment

We continuously review our recruitment processes and provide training to managers to ensure they conduct fair and effective recruitment campaigns.

Helen Gordon
Chief Executive Officer



Gender Pay Gap Overview

Looking back 2025

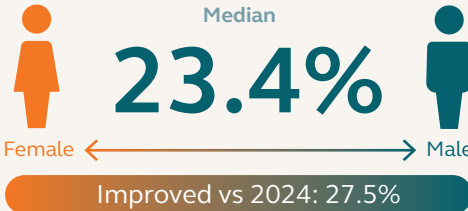
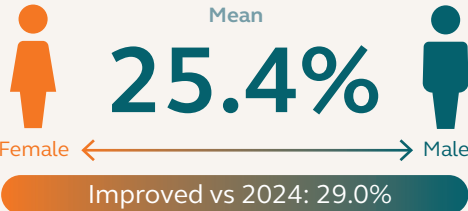
From April 2017, all UK organisations with more than 250 employees have been required to report annually on their gender pay gap by the UK Government. At the snapshot date of 5th April 2025, our total headcount at a Group level was 367 (increased from 363), with our main entity, Grainger Employees Limited, totalling 276 employees (reduced from 283) and therefore reporting on a mandatory basis.

We continue to publish our gender pay data on a Group Consolidated basis whilst also setting out gender pay data for both Grainger Employees Limited, which comprises Grainger’s office-based employees including our Executive Directors and on-site managers, and GIP Limited, the entity that employs our operational and lettings associates who operate to serve our customers working on a rota basis.

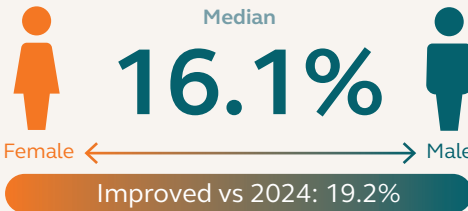
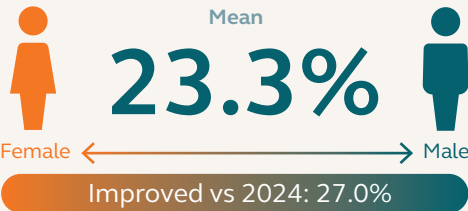
What is Gender Pay Gap?

Gender Pay Gap is a measure of the difference in the average pay of men and women across an entire organisation, regardless of the nature or level of their role. It highlights the different number of men and women across all roles. It differs from an equal pay comparison, which involves a direct comparison of two people or groups of people carrying out the same work or work of equal value.

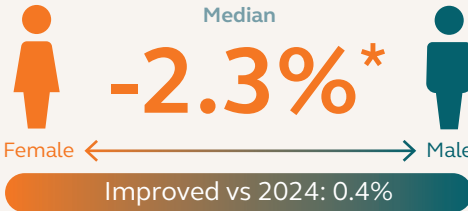
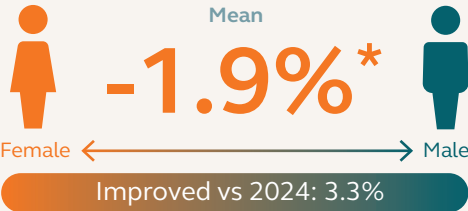
Hourly Pay Gender Pay Gap 2025 Group Consolidated basis



Hourly Pay Gender Pay Gap 2025 Grainger Employees Limited basis



Hourly Pay Gender Pay Gap 2025 GIP Limited basis



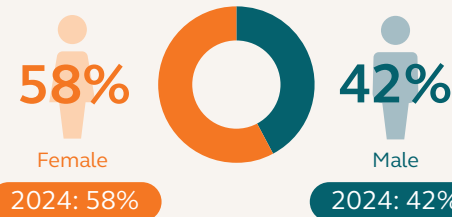
* a negative figure indicates a pay gap in favour of females

Highlights of our actions during the year

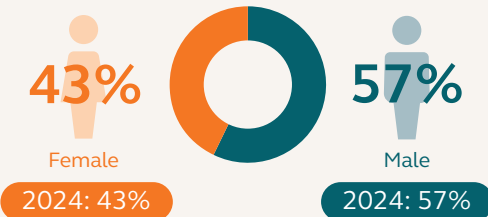
- Delivered refreshed training on Unconscious Bias
- A number of key senior leadership roles are held by females
- Career Development Framework continues to support career progression
- Continued roll-out of bite-sized learning modules for people managers
- Schools outreach programme with our partner Transport for London
- We are sponsoring the bursary of a second female student through the Worshipful Company of Chartered Surveyors
- 58% of mentees and 37% of mentors in our Mentorship scheme are female
- 63% of all promotions, transfers and new secondments were achieved by females
- We have been recognised in the CMI ‘Filling in the Gaps’ report as a leading employer
- ED&I Policy for the Board of Directors, outlining our commitments and complementing the wider workforce ED&I Policy, fully aligned to our ED&I strategy and values.

Gender split Group consolidated across the business at 5th April 2025

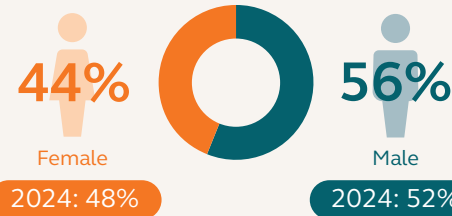
Gender Split



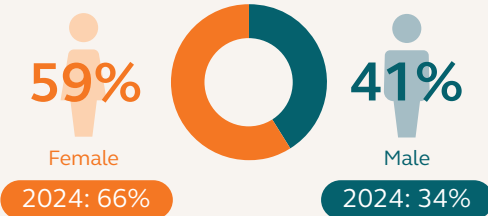
Gender Split Board level



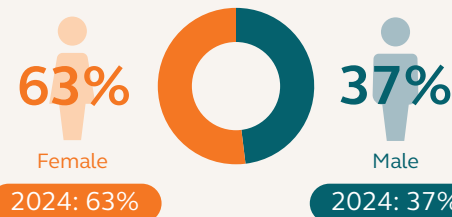
Gender Split Executive Committee and direct reports



New Recruits to the business*



Combined Promotions, Transfers and new Secondments*



* 12 months to 5 April 2025

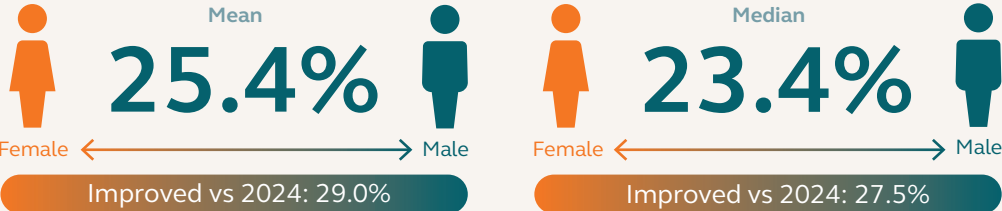


Gender Pay Gap continued

Group Consolidated

While we are only required to report a Gender Pay Gap on our largest entity, Grainger Employees Limited, we feel it is important to capture the full picture across the business, including our other employing entity, GIP Limited, and therefore on a Group basis:

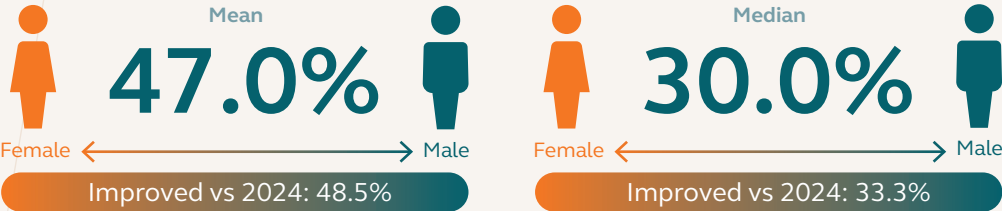
Hourly Pay Gender Pay Gap 2025 Group Consolidated basis



Historic Hourly Pay Gender Pay Gap Group Consolidated basis

	2021	2022	2023	2024	2025
Mean	37.4%	36.4%	28.7%	29.0%	25.4%
Median	34.1%	33.6%	25.1%	27.5%	23.4%

Bonus Pay Gender Pay Gap 2025 Group Consolidated basis



Historic Bonus Pay Gender Pay Gap Group Consolidated basis

	2021	2022	2023	2024	2025
Mean	-9.6%**	-19.8%**^	45.0%	48.5%	47.0%
Median	21.4%	47.4%	33.3%	33.3%	30.0%

* reduces to 43.5% in favour of males when including CPO buy out bonus

** a negative figure indicates a pay gap in favour of females

^ if CFO buyout bonus and sharesave payments as outlined in the Annual Report and Accounts 2021 are included, the gap increases to 2.0% in favour of males

In the upper quartile, the proportion of female employees remains at 41.4%.

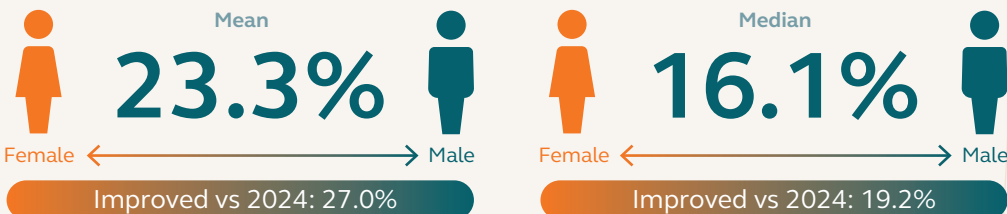


Grainger Employees Limited

We have improved our hourly pay Gender Pay Gap figures which have reduced, driven by new starters and leavers at a senior level within the business and an increase in the percentage of female employees in the upper middle quartile from 49.3% to 56.7%.

Our mean Bonus Pay Gap has reduced to 43.3% in favour of males. This result is influenced by the inclusion of Executive Directors within the Grainger Employees Limited entity. Executive Director and Senior Management figures include December 2024 performance-based cash bonuses as well as the taxable value of exercised long term share schemes during the period.

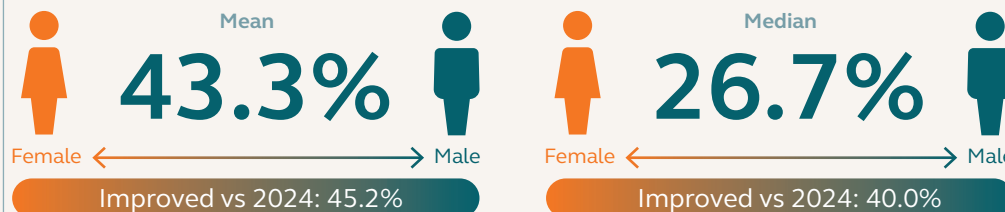
Hourly Pay Gender Pay Gap 2025
Grainger Employees Limited basis



Historic Hourly Gender Pay Gap
Grainger Employees Limited basis

	2018	2019	2020	2021	2022	2023	2024	2025
Mean	35.5%	31.7%	32.9%	40.1%	37.6%	29.3%	27.0%	23.3%
Median	45.8%	41.0%	45.1%	40.3%	34.5%	28.0%	19.2%	16.1%

Bonus Pay Gender Pay Gap 2025
Grainger Employees Limited basis



Historic Bonus Pay Gender Pay Gap
Grainger Employees Limited basis

	2018	2019	2020	2021	2022	2023	2024	2025
Mean	45.8%	49.4%	49.8%	-7.2%*	-22.6%*	45.9%**	45.2%	43.3%
Median	64.0%	53.8%	54.3%	40.0%	50.0%	35.7%	40.0%	26.7%

** reduces to 44.3% in favour of males when including Executive Committee member buyout bonus

* a negative figure indicates a pay gap in favour of females

We also track the breakdown of bonuses paid by gender each year, which is set out below and shows a positive result of near parity between male and females paid a bonus each year.

Previous years proportions of males and females who received a bonus payment:

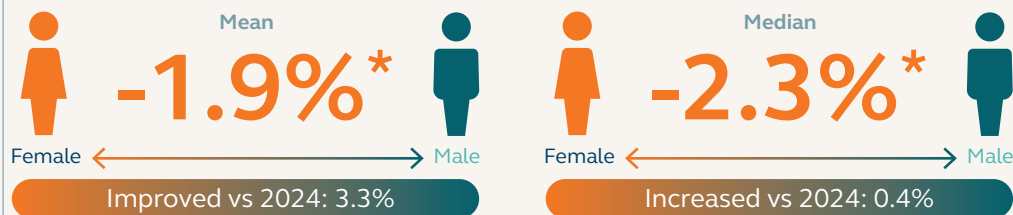
Grainger Employees Limited basis

	2018	2019	2020	2021	2022	2023	2024	2025
Female	84.4%	88.7%	89.0%	89.1%	85.8%	86.0%	93.5%	93.5%
Male	87.8%	81.7%	84.4%	91.0%	80.5%	90.8%	91.4%	95.9%

GIP Limited

April 2021 was the first year we calculated and shared the Gender Pay Gap figures for the GIP Limited entity, which employs our operational and lettings associates based onsite. As our business grows, the number of operational employees continues to grow. At the snapshot date the headcount within GIP Limited had increased from 81 to 91 employees (69% female), and we are equally as committed to improving the Gender Pay Gap across all Grainger entities and therefore feel it important to continue to include GIP Limited within our reporting.

Hourly Pay Gender Pay Gap 2025
GIP Limited basis



* a negative figure indicates a pay gap in favour of females

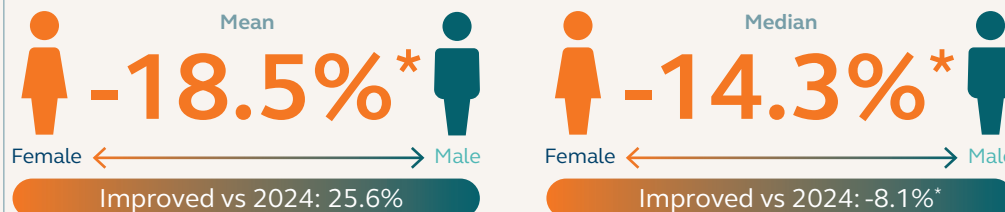
There has been an increase in the percentage of female employees in the upper quartile (increased from 50.0% to 75.0%).

Historic Hourly Pay Gender Pay Gap
GIP Limited basis

	2021	2022	2023	2024	2025
Mean	9.2%	6.9%	3.9%	3.3%	-1.9%*
Median	2.2%	0.7%	-0.2%*	0.4%	-2.3%*

* a negative figure indicates a pay gap in favour of females

Bonus Pay Gender Pay Gap 2025
GIP Limited basis



* a negative figure indicates a pay gap in favour of females

Historic Bonus Pay Gender Pay Gap
GIP Limited basis

	2021	2022	2023	2024	2025
Mean	38.6%	41.2%	27.7%	25.6%	-18.5%*
Median	-8.7%*	-116.1%*	0.0%	-8.1%*	-14.3%*

* a negative figure indicates a pay gap in favour of females

Both mean and median bonus pay is in favour of females. Although more males than females received a bonus, mean and median bonus pay for females was higher during the period. Total contractual commission payments to our Lettings Negotiators was significantly higher for female employees in this calculation period. When payments are ordered for median purposes, those to both female and male employees are increased compared to last year.

Gender Pay Gap continued

GIP Limited continued

Previous years proportions of males and females who received a bonus payment:

GIP Limited basis

	2021	2022	2023	2024	2025
Female	60.9%	54.5%	62.2%	73.2%	68.3%
Male	77.3%	88.0%	68.0%	84.0%	75.0%

For both Grainger Employees Limited and GIP Limited, bonus payments are subject to eligibility criteria for new starters in joining the scheme. The variance in the Bonus Pay is attributed to the number of new starters within the year who were either not eligible for a bonus, or received a pro-rated bonus based on length of service. Grainger has clear eligibility guidelines in the award of bonuses which are applied equally to all employees and not biased in favour of either gender.



We recognise that closing the gap is a long-term commitment and our figures will fluctuate both positively and negatively over time while we implement and deliver our action plans.

We genuinely want to make a real difference and we are working hard to improve our Gender Pay Gap and enhancing diversity within the business.

To support this, we have implemented a number of initiatives in recent years to help attract, recruit, retain and develop a diverse workforce.

Desired outcome	Initiatives	Examples
Attracting more women and greater diversity into the sector	<ul style="list-style-type: none"> Schools engagement Work placements Bursary sponsorship Key senior leadership appointments 	<p>We are working with our joint venture partner Transport for London on an educational engagement programme to inspire young people into careers in property. In addition to attending and presenting at schools within the programme, we have provided work experience placements to school aged students as part of this programme.</p> <p>We are members of Real Estate Balance and use their Toolkit to help attract and retain talent. We also support work experience placements across our offices.</p> <p>We are sponsoring a second female student from an under-represented background to undertake a real estate degree, whose bursary is through the Worshipful Company of Chartered Surveyors.</p> <p>A number of key senior leadership roles are occupied by females who we continue to retain.</p>
Recruiting and retaining top female talent	<ul style="list-style-type: none"> Refreshed recruitment approach Flexible / hybrid working opportunities Enhanced family leave 	<p>This year we appointed 4 senior females as new joiners into leadership roles.</p> <p>We ask Search Agencies to provide details of their approach to diversity and request their search process captures a wide and diverse range of candidates for consideration.</p> <p>We continue to broaden our outreach to potential recruits, recognising the skills and experience of people from other sectors outside of the property industry.</p> <p>We continue to offer hybrid working for those whose role supports this. Our core company days support colleague collaboration, communication, coaching and learning.</p> <p>We offer enhanced family leave provision, which supports all colleagues, genders and routes to parenthood.</p>

Desired outcome	Initiatives	Examples
<p>Developing talent to enhance our senior pipeline</p>	<ul style="list-style-type: none"> • Talent Forum • Career Development Framework • Grainger Academy • Mentoring Programme • Bite-sized learning • Further Education Sponsorship • Apprenticeships 	<p>Our annual Talent Forums provide our Management Committee the opportunity to review a selection of colleagues across the Group using the 9-box grid talent assessment methodology.</p> <p>To support the development of our internal talent pipeline, we are expanding our Career Development framework.</p> <p>Our Grainger Academy provides a wide range of professional development and learning opportunities for our colleagues.</p> <p>Our Mentoring Programme is now in its 4th year adding value to our colleague development.</p> <p>We continue to roll out a series of bite-sized learning modules for people managers.</p> <p>We continue to support our colleagues in Further Education including through sponsorship which is available to all, including Apprenticeships.</p> <p>We regularly communicate new appointments, job transfers, promotions, and structure changes within the business. 63% of promotions, transfers and secondments were achieved by females.</p> <p>Our weekly newsletter communications include ‘meet the team’ and ‘a day in the life’ to educate colleagues around other roles and opportunities within the business.</p> <p>Reviewed tone and language to reflect our ED&I commitments in our employee handbook which hosts our policies and procedures.</p> <p>We deliver unconscious bias training to all colleagues and mental health training to our people managers.</p>



Desired outcome	Initiatives	Examples
<p>Ensuring diversity is a priority for the business and is embedded into our culture and strategies</p>	<ul style="list-style-type: none"> • Board and Executive Level Remuneration-Linked Targets • Board and Executive Committee regular monitoring • Nominated Non-Executive Director for Employees • Employee-led Equality, Diversity & Inclusion Network • Equality, Diversity & Inclusion Steering Committee • Membership of diversity organisations • Unconscious Bias Training • Executive Committee Inclusive Leadership Training • Flexible Manager Training • Family and carers support programme 	<p>Colleague engagement and ED&I monitored and reviewed regularly by the Board and monthly by the Executive Committee, reporting delivered by the Chief People Officer.</p> <p>To support colleague listening, our nominated Non-Executive Director for Employees held roundtable discussion forums receiving feedback on engagement and culture.</p> <p>As part of our long-term ESG commitments, we are committed to ensuring Grainger’s workforce is reflective of society. To support this, over the period our employee-led Equality, Diversity and Inclusion Network has progressed with a series of engagement activities and initiatives detailed above. c.64% of our Equality, Diversity and Inclusion Network members are female.</p> <p>ED&I Steering Committee has expanded senior leadership representation, leading the strategic agenda.</p> <p>We remain proud members of Real Estate Balance, and we have further enhanced this through collaboration on events.</p> <p>To support our ED&I ambitions, we have successfully achieved the National Equality Standard.</p> <p>We are members of Onvero (formerly The Employers Network for Equality & Inclusion (ENEI)) and have delivered Inclusive Leadership training to our Executive Committee, and Unconscious Bias training for all colleagues and new joiners.</p> <p>We continue to offer our two-day Flexible Manager Programme. The overall aim of the programme is to invest in the development of our people managers by giving them the key skills and tools to be an effective leader in our business.</p> <p>We have incorporated Wellbeing into the ED&I and Wellbeing Network and have hosted additional events such as social mobility and disability awareness. ED&I events are sponsored by a member of the ED&I SteerCo or Executive Committee demonstrating support and allyship.</p> <p>We recognise the importance of supporting colleagues with family and parental duties, and our continued commitment to our Working Parents Group, Carers UK membership and International Women’s Day programme.</p>



I am really proud of the continued growth and impact of our ED&I and Wellbeing Network. Colleague engagement remains strong, with more people getting involved, sharing their lived experiences and helping to shape the focus of our activities across the business.

We have delivered a wide range of events and initiatives, alongside established and new campaigns, all aimed at raising awareness, encouraging learning and creating space for open and honest conversations. The way colleagues continue to support one another and show allyship plays an important role in strengthening our inclusive culture.

The progress we are seeing reflects the dedication and passion of Network members, sponsors and colleagues across Grainger. With strong foundations in place, I am confident we will continue to build momentum as we listen, learn and work together to drive meaningful and lasting change.

Mohan Sidhu

Equality, Diversity & Inclusion Network Lead





*Leading
the way*

External benchmarking

Our commitment to building a fair, inclusive, and high-performing organisation is reflected in the progress we continue to make across our pay practices, leadership representation and wider ED&I agenda. By strengthening our benchmarking, achieving recognised external standards, and partnering with expert organisations, we are creating a workplace where colleagues feel valued, heard, and supported to thrive.



Giving Back Month is a great opportunity for us to focus on the valuable volunteering and 'giving back' that our colleagues do all year. We want to celebrate our volunteers and encourage others to 'give back' by sharing ideas.

Sapna B. FitzGerald
Group General Counsel
and Company Secretary

Ensuring Fair and Competitive Pay for Everyone

External benchmarking of salaries remains a critical priority for us, ensuring we continue to attract, develop, and retain diverse talent across all areas of Grainger. By regularly comparing our roles against robust market data and using a range of reputable external sources, we can offer fair, competitive pay that reflects the skills, expertise, and lived experiences colleagues bring to their roles. This commitment supports our ED&I ambitions by helping remove barriers that can arise from inconsistent or subjective pay decisions, promoting transparency, and ensuring that colleagues, regardless of background or identity are rewarded equitably. Maintaining strong benchmarking practices also enables us to identify and address any pay disparity trends early, reinforcing our responsibility to create a fair, inclusive, and attractive employment proposition for all.



FTSE Women Leaders Review

The FTSE Women Leaders Review is an independent, business led framework supported by the Government which evaluates businesses against a set of gender-focused targets. The aim of the report is to improve the representation of women on the Boards and Leadership teams of the FTSE 350 and 50 of the UK's largest private companies.

Grainger continues to perform strongly against the FTSE Women Leaders benchmark, maintaining above-average representation despite increased competition across the FTSE 250. Changes in our overall ranking reflect both internal and external factors, including some natural movement in Executive Committee representation during the year and a significant increase in the number of companies joining the assessment and improving their performance.

Importantly, Grainger remains one of the leading performers in Real Estate, ranking 4th among participating companies and continuing to demonstrate a strong and sustained commitment to gender balance across senior leadership.



Highlights of the FTSE Women Leaders review include:

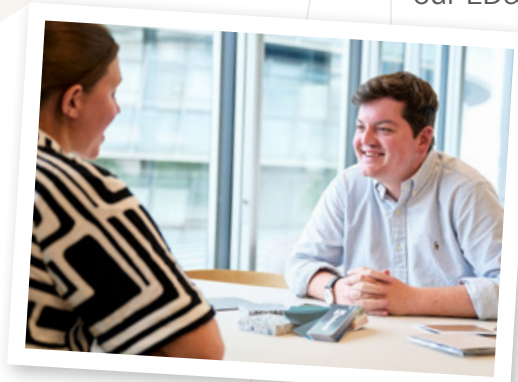
- Ranked 31st in the FTSE Women Leaders FTSE 250 review (published February 2026)
- Positioned 4th within the Real Estate sector among participating companies
- Female Board representation exceeds the 40% target
- Combined Executive Committee and direct reports representation exceeds the 40% target
- Performance remains above the FTSE 250 average, demonstrating a sustained commitment to gender balance

The results of the review, which we participate in on a voluntary basis, represents the gender breakdown of our Board and our female senior leaders.



The IWD event demonstrated the power of open conversation. It created a safe space for colleagues to learn from shared experiences and reflect on how we can all contribute to a more inclusive workplace. It was great to see so many engage in this session, giving a real sense of connection.”

Michelle Devine
Health & Safety Coordinator



National Equality Standard (NES)

In May 2024, Grainger achieved the National Equality Standard (NES), securing the UK’s leading benchmark for Equality, Diversity and Inclusion (ED&I). This accreditation recognised our inclusive culture and the significant, industry-leading initiatives we have embedded across the organisation, following a comprehensive assessment of 35 competencies spanning culture, people processes, leadership, governance, and customer and supplier interactions. The achievement reflects the extensive ED&I progress we have made in recent years, laying strong organisational foundations and demonstrating our commitment to meaningful, measurable inclusion. As we look ahead, we remain firmly focused on progressing our ED&I ambitions, building on the momentum of our NES success and continuing to strengthen our practices, accountability and impact across the business.

Onvero

In 2023 we became proud members of what was then the Employers Network for Equality & Inclusion (ENEI), now rebranded as Onvero. We continue to value this partnership and work closely with the Onvero team, particularly on policy reviews and inclusive leadership training for our Executive Committee, as well as ED&I learning for colleagues covering topics such as unconscious bias and mental health for people managers.

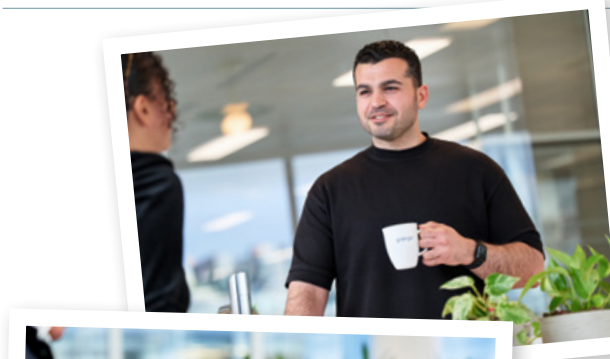
This year, we were delighted to participate in Onvero’s International Women’s Day event, and later in the summer, to attend their Inclusion is for Everyone event held at the Houses of Parliament, where members of our ED&I and Wellbeing Network represented Grainger.



One Grainger



One Grainger is our shared commitment to working as one team, bringing together our diverse skills, perspectives, and strengths to deliver brilliant outcomes for our colleagues, customers, and communities. It sits alongside our values as a practical expression of how we collaborate, communicate, and support one another every day. One Grainger reinforces the behaviours that underpin our culture: removing silos, taking collective ownership, and recognising that success is shared.



Listening Culture

Our colleagues' experience of working at Grainger is critical to our ongoing success. We actively seek feedback and listen to our colleagues and shape our people initiatives upon that feedback. Our internal engagement programme includes surveys, Company-wide calls hosted by our CEO, Voice of the Colleague roundtables, our internal newsletter and our intranet. We organise a range of events for colleagues, including campaigns organised by our colleague-led ED&I and Wellbeing Network.

An independent Non-Executive Director and Chair of the Responsible Business Committee is responsible for the Voice of the Colleague and is our Non-Executive Director designated for workforce engagement.

Equality, Diversity and Inclusion Network *continued*

ED&I Questionnaire

In 2025, we issued our colleague ED&I questionnaire for the fourth time, with engagement in the survey reaching an all-time high, we now hold data for 90% of our Grainger colleagues. The survey is an integral part of our ED&I programme as it enables us to monitor and track the diversity of our colleagues. With every year, we are building more data, enabling us to undertake meaningful monitoring and analysis, which is then used to inform our people policies and priorities.

Our ED&I Questionnaire continues to go from strength to strength, with a move this year to the collection of data via a new digital platform which gives colleagues the flexibility to review and amend their data at any time during the year.



Training and Development

In line with our commitment to being a best in-class employer, we continuously review and improve our training and development offering for colleagues.

Career Development Framework

Following the successful adoption of our career development framework across our Resident Services, Lettings, Block Management and Facilities Management teams, where it is now well established and has supported colleagues to achieve internal promotions, we have finalised the framework for colleagues within our Finance teams.

Mentoring

We launched our Grainger Mentoring Programme for the fourth year, based on the positive feedback from both mentors and mentees who participated in previous cohorts. The programme has covered development areas such as technical expertise, management, and soft skills. It also enables cross-collaboration among various departments and sites, encouraging the exchange of knowledge and perspectives.

We currently have 14 active pairings comprising of colleagues in differing roles with different tenures and located across the business. All mentors and mentees receive full training prior to starting to ensure they are well equipped to maximise the opportunity.



Wellbeing is about fostering an environment where our colleagues feel genuinely supported, listened to and able to bring their authentic selves to work. By taking a holistic approach to mental, physical and emotional wellbeing, we not only support our colleagues, but also strengthen engagement, connection and our wider organisational culture.

Christine Cunningham
HR Business Partner



Multiple Sclerosis awareness

April
Neurodiversity / Physical Disability Awareness

Epilepsy affects about 1 in every 26 people worldwide

65 million people worldwide

Epilepsy is defined as having 2 or more seizures more than 24 hours apart

Epilepsy can happen at any age, but is most common in young children and older adults

Epilepsy is the most common neurological disorder in children

Epilepsy Facts

May
Giving Back Month
- Volunteering
- Partnership
- Environment



April
Neurodiversity / Physical Disability Awareness

January
Blue Monday
Good Mood Food

March
International Women's Day



grainger celebrates Black History Month

June
Pride Month



November
International Men's Day



February
National Heart Month



July
Inter-Faith Event

October
Wear Red



December
Christmas Jumper Day



August
Wellbeing Month



September
World Cuisine Day



Rent well. Live well.

[graingerplc.co.uk](https://www.graingerplc.co.uk)

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