

gleeds

# **Diversity & Inclusion**

October 2018



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## Executive Summary



“At Gleeds, we believe that at the heart of any great team sit strong relationships.”

LOUISE ELLIS  
PEOPLE DIRECTOR

Investing in relationships is something we do every day. Our service is delivered by people, for people and we go the extra mile for our colleagues.

What differentiates us is as much about the quality of relationships we establish, as the expert advice we give. We know that to build a stimulated, informed workforce, we need to create an atmosphere that is inclusive and accepting to all, across every area of our business.

Achieving diversity, inclusion and a sense of belonging in the workplace is about ensuring that the people who work within and throughout any organisation reflect the diversity of the wider society.

In addition to Gleeds' legislative compliance, our clients are increasingly asking for evidence of our commitment to, and implementation of, equality and diversity standards. Meanwhile, our competitors are already widely promoting their commitments in this area, and new recruits are prioritising social value and diversity criteria to assess prospective employers.

Where information is available, we have measured the protected characteristics as defined under the 2010 Equality Act in this report.

In summary:

- The Gleeds workforce is largely white male and the business would benefit from a positive initiative to encourage greater diversity
- There has been a general increase the age of our employees in line with natural ageing
- We are not attracting and retaining younger staff
- Minority groups are under-represented across the board

*Please note:*

*The findings within this report are currently based on UK data as of June 2018. As an international business, however, we recognise that our approach should be integrated and business-wide.*

Although these statistics are in line with those first reported in 2014, we can demonstrate positive developments which are delivering benefits in several areas:

- Senior Leadership is more involved in the Diversity and Inclusion agenda
- The implementation of a Senior Leadership Development Programme
- The implementation of a recruitment campaign specifically targeting a younger and more diverse audience
- People policies e.g. Flexible working, and family friendly are being refreshed

### The Gleeds Diversity & Inclusion Steering Group

To build on this success, Gleeds is forming a Diversity & Inclusion Steering Group, which will identify and implement key actions to influence demonstrable change. To be chaired by Stuart Senior, the steering group will comprise volunteers from different backgrounds and cultures.

In line with the RICS Inclusive Employer Quality Mark (IEQM) a targeted action plan will:

- Develop a common language and focus
- Develop a culture of accountability on issues of diversity, inclusion and belonging
- Invite individual and collective responsibility for inclusion

Our Diversity & Inclusion action plan will include goals and targets which will be measurable and aligned to the objectives of the business.

This will include:

- Raising awareness of D&I issues across all offices
- A review of Gleeds policies and procedures including attracting talent
- D&I training for staff at all levels
- Creating D&I Champions and employee networks
- Improved data capture across all protected characteristics

Louise Ellis  
People Director



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Introduction

## BACKGROUND

Achieving diversity and inclusion in the workplace ensures the people who in any organisation are representative of the wider society. Creating a diverse workplace is not just about encouraging different people into the profession; retaining and developing talented individuals is a key challenge and an essential part of business strategy.

Gleeds believes that individual ability to achieve potential should not be hampered by unconscious bias or prejudice. At Gleeds, we are committed to ensuring that all our people, policies and practices for staff are fair, eliminate discrimination and drive a sense of belonging.

However, until we know how we are performing today, it is impossible to define our goals and deliver real progress. This report reviews the performance of our UK business within the context of UK legislation. As an organisation which operates in a global environment, we will consider how to adopt consistent working practices across our international businesses whilst acknowledging regional differences.

“Create an environment, where everyone in the company can feel that they can bring their A-game and be respected for who they are.”

SATYA NADELLA  
CEO MICROSOFT



## PRINCIPLES

The RICS Inclusive Employer Quality Mark (IEQM) identifies six principles for adoption and improvement of workforce diversity and inclusion:

1. Leadership and vision
2. Recruitment
3. Staff development
4. Staff retention
5. Staff engagement
6. Continuous improvement

Gleeds' Diversity & Inclusion report reviews our current commitment to these principles and identifies where improvements will be made. Further, the report seeks to demonstrate that:

- Gleeds has in place a Diversity, Inclusion and Belonging Policy which covers all protected characteristics under the 2010 Equality Act
- The on-going commitment to change and continuous improvement in the way in which individuals are supported, developed and managed
- There are clear routes for career progression and appropriate development of talent
- Where we are not meeting targets, a rolling action plan will be implemented to address the imbalance
- Where we recognise a gap in our reporting, we will introduce further measures to improve how Gleeds' employment profile sits within the UK construction industry and the regions in which we operate. The actions we put in place will support legislation promoting equality, diversity, inclusion and belonging in the workplace

Unconscious bias can naturally creep into the workplace and can prevent individuals from making objective decisions, affecting decision-making in activities such as recruitment, people development, and performance.

The implications of unconscious bias are that the best and brightest talent often can be made to feel unwelcome, invisible, and not important to the success of the organisation. This results in employees feeling a lack of belonging more likely to take their talents elsewhere.

Gleeds recognises that to deliver best value to our clients, we need to provide high-performing, diverse teams, made up of people who can bring fresh insights and different experiences. This does not come from a homogeneous group.

## METHODOLOGY

Employee data supplied by the Gleeds' People department is able to provide information on the following characteristics of our UK staff:

- Gender
- Age
- Job grade
- Discipline
- Full-time/part-time

Staff are also given the opportunity to provide additional personal details through a self-managed People portal.

This will include information on:

- Marital status
- Nationality
- Ethnic origin
- Disability
- Details of dependants, including children

Sources used to quantify the characteristics of the general UK population and the construction industry include:

- Office for National Statistics (England & Wales)
- Scottish Government Statistics
- MacGregor-Smith Report
- Diversity UK
- Glenigan Construction Industry Performance Report
- RICS membership data
- Employee data from:
  - Turner & Townsend
  - Arcadis
  - WS Atkins

A woman with dark hair tied back, wearing glasses and a maroon top, is focused on writing in a notebook. She is sitting at a desk in a meeting room. In the background, another person is visible, and a computer monitor displays a cityscape. A large yellow graphic overlay is on the right side of the image, containing the number '2' and the title text.

# 2

## Equality in the workplace: the legal framework

**THE EQUALITY ACT 2010**

This report is written with reference to the 2010 Equality Act. Since last reporting in 2014, there have been no amendments to the Act nor has the UK Government introduced further legislation specifically referring to equality in the workplace.

The key elements of the Act are summarised below:

The Act came in to force in October 2010 and provides a single, legal framework with clear, streamlined laws to more effectively tackle disadvantage and discrimination.

As an employer, Gleeds has a legal obligation to comply with the Equality Act and to eliminate discrimination from the workplace. This means the development of policies and working practices to guarantee that people are treated equally and according to their needs.

The key provisions of the Act which potentially affect Gleeds are those relating to:

- The workplace
- Recruitment
- Disability discrimination

It is worth noting that the Equality Act 2010 is a British Act of Parliament. It will therefore continue in its present form after the UK ceases to be an EU member. EU directives and EU court decisions (at least pre-existing ones), and the many previous British court decisions based on them, seem likely to remain relevant in applying the Equality Act after Brexit.



**THE CHILDREN AND FAMILIES ACT 2014**

Flexible working arrangements have been further clarified under the Children and Families Act 2014. Changes to the law affect both:

- Employees eligible to request a change in their working hours
- How employers respond to such requests

The legislation does not give employees the right to work flexibly, rather it provides a right to request a flexible working arrangement. This means that all employees who have the necessary period of service (26 weeks' continuous employment and who have not made a flexible working request in the past 12 months with their employer) will have a right to request flexible working.

**ARTICLE 9  
EUROPEAN CONVENTION ON HUMAN RIGHTS**

Article 9 of the European Convention on Human Rights provides a right to freedom of thought, conscience and religion. This includes the freedom to change a religion or belief, and to manifest a religion or belief in worship, teaching, practice and observance, subject to certain restrictions that are "in accordance with law" and "necessary in a democratic society".

Although much of the case law in relation to this directive pre-dates the 2010 Equality Act and indeed the principles of the directive are incorporated within the Act, it is worth noting as recent rulings in the European court can impact on the application of law in the UK.

**GLEEDS' EQUALITY POLICY**

Equality law does not require any employer to have a specific equality policy. However, having an equality policy shows commitment to equality for workers, clients, and service users. Gleeds' equality policy sets out our commitment to tackle discrimination and to promote equality, diversity, inclusion and belonging within all aspects of the business.



"We were never going to have an honest conversation about what we needed to do until we knew where we actually were."

**NANCY LEE**  
HEAD OF DIVERSITY STRATEGY, GOOGLE





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Workforce  
data monitoring



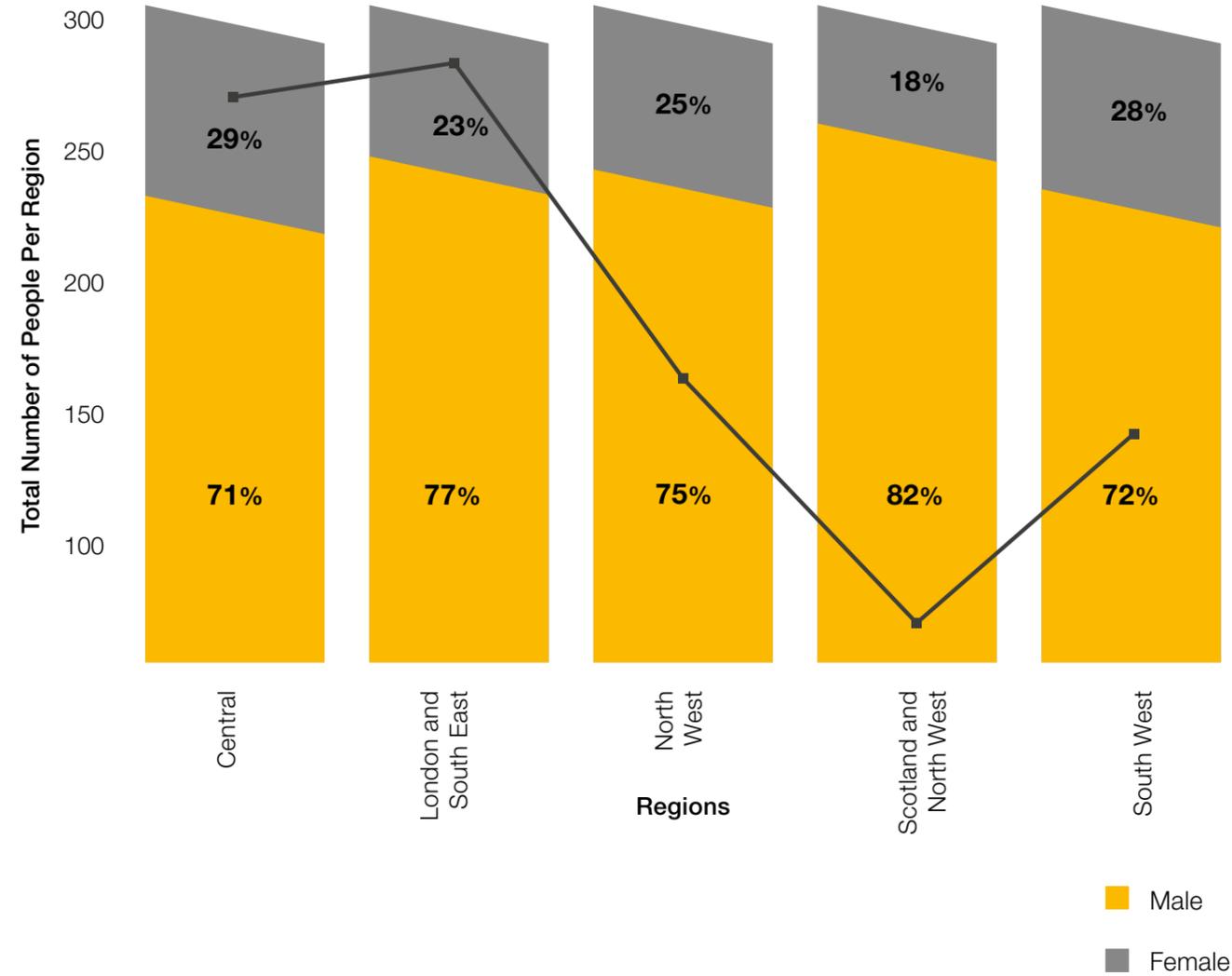
**MALE/FEMALE EMPLOYMENT RATIO BY LOCATION**

Women are not equally represented across the geographical regions in which Gleeds works.

The greatest proportion of women, 29%, is seen in the Central region, with the lowest in Scotland and the North East – 18% (see Fig. 2).

Fig 2:

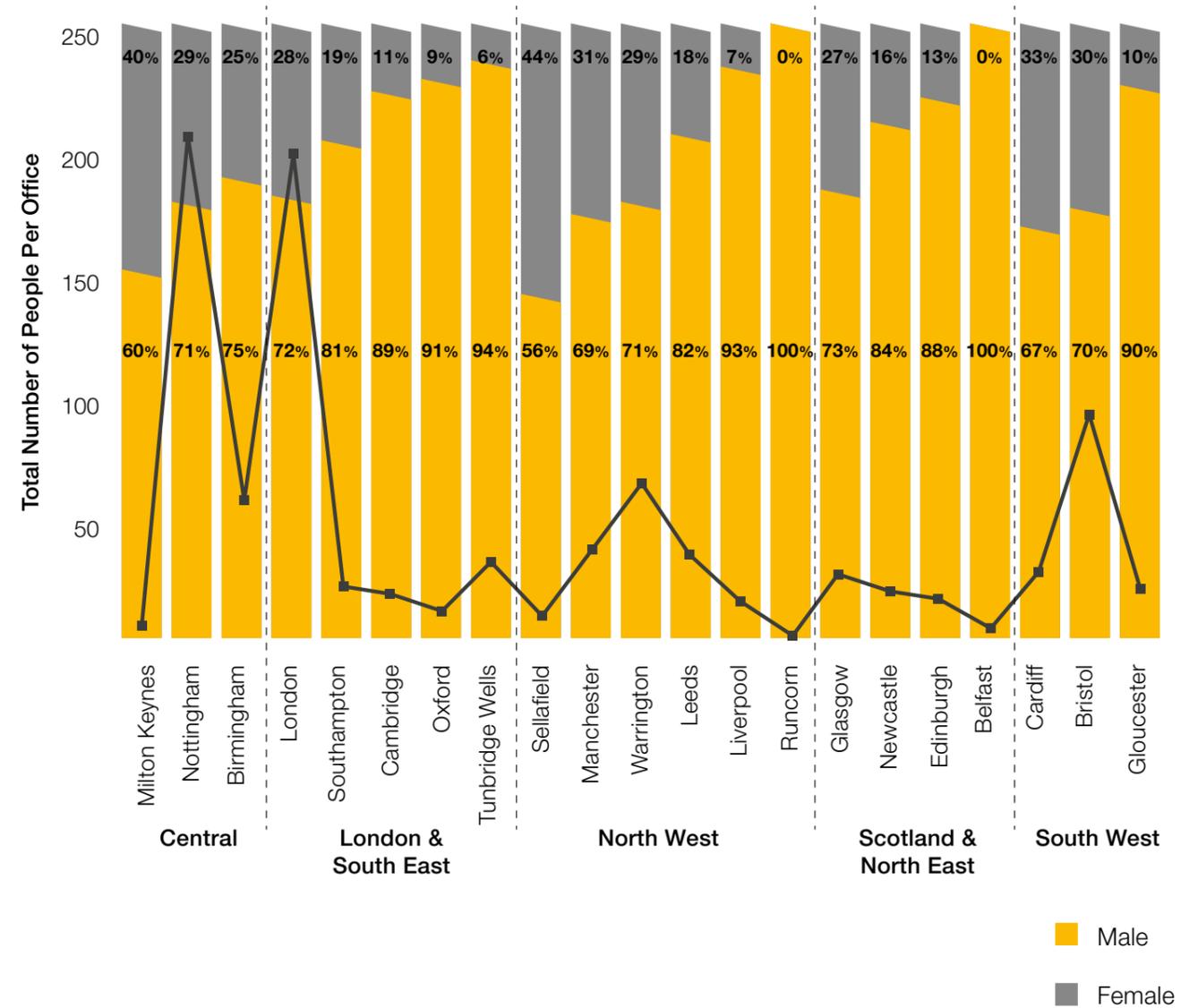
**Male/Female Employment Ratio by Region**



By office, the variability becomes more obvious (see Fig. 3). Gleeds' Belfast office contains no members of female staff (although the total staff number is only four). Liverpool and Oxford offices each have just one female member of staff in an administrative role. The offices with the highest proportion of female staff are Sellafeld, Milton Keynes and Cardiff with 44%, 40% and 33% respectively. This does not take into consideration the size differences of individual offices; 50% of women are located in the London and Nottingham offices (see Fig 3).

Fig 3:

**Male/Female Employment Ratio by Office**



**MALE/FEMALE EMPLOYMENT RATIO BY DISCIPLINE/TYPE OF WORK**

In terms of Gleeds people, technical services are male dominated, with non-technical services being dominated by females (with the exception of IT). Fig. 4 shows a clear difference in the distribution of women compared to men across the different activities that Gleeds undertakes.

Fig 4: Male/Female Employment Ratio by Discipline

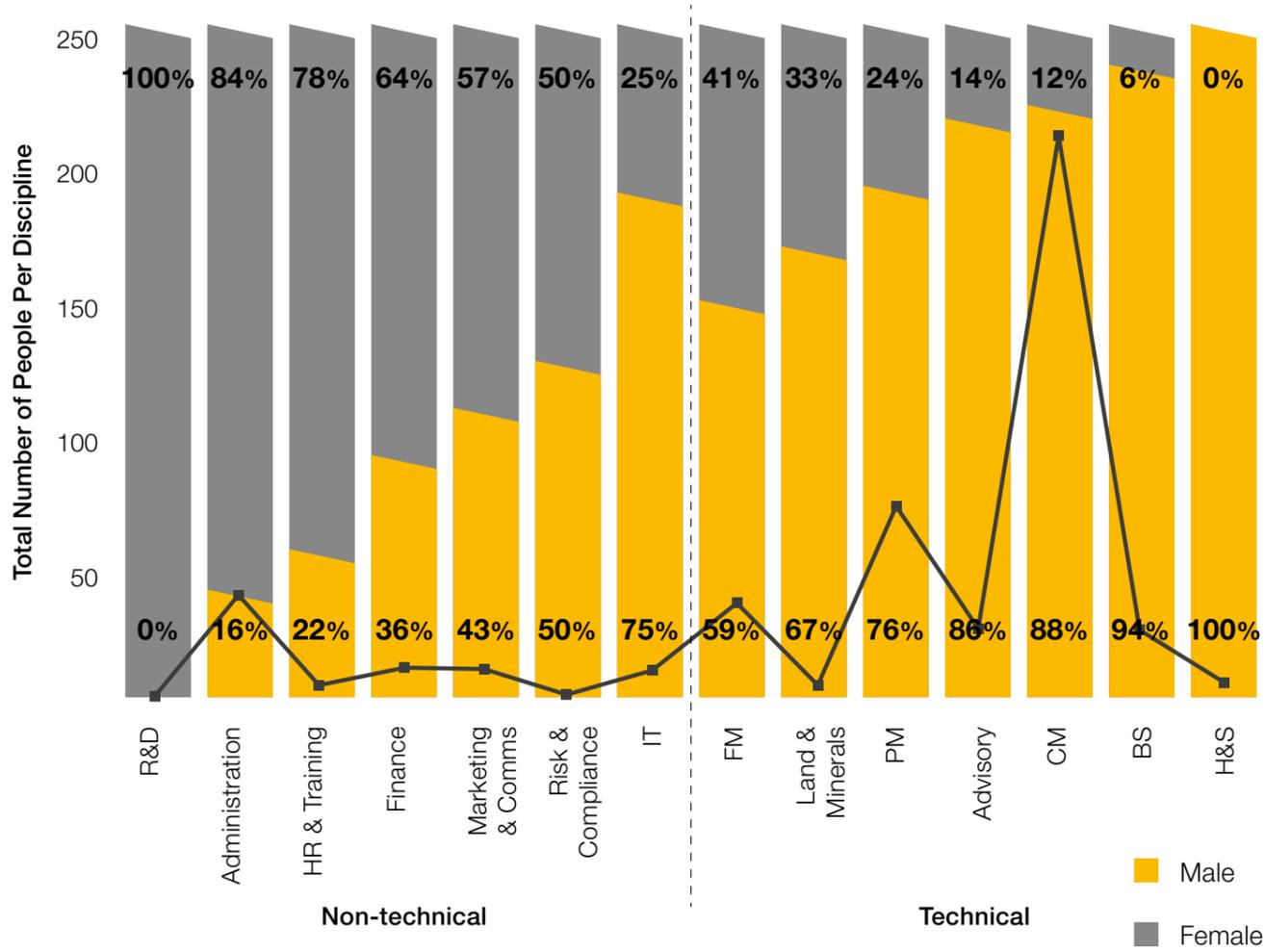


Fig. 5 demonstrates that technical roles are mostly delivered by males, and non-technical roles are mostly delivered by females. Fig.6 delves further and shows that 93% of men work in a technical service compared to 54% of women.

Fig 5: Male/Female Employment ratio by type of work (technical/non-technical)

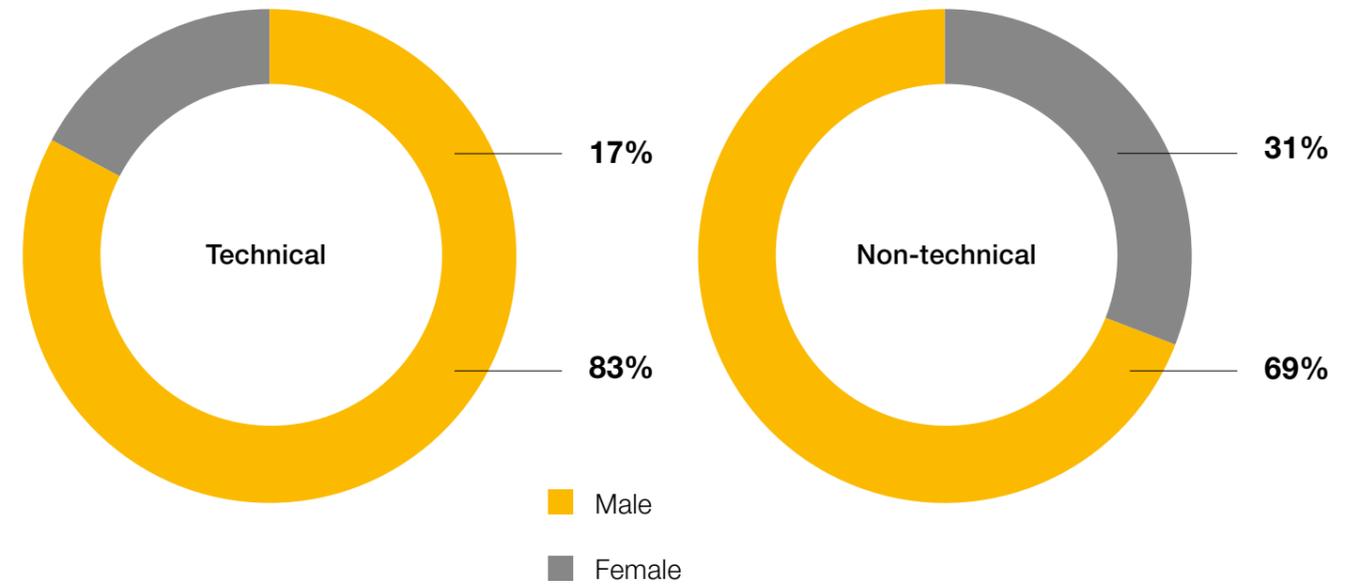
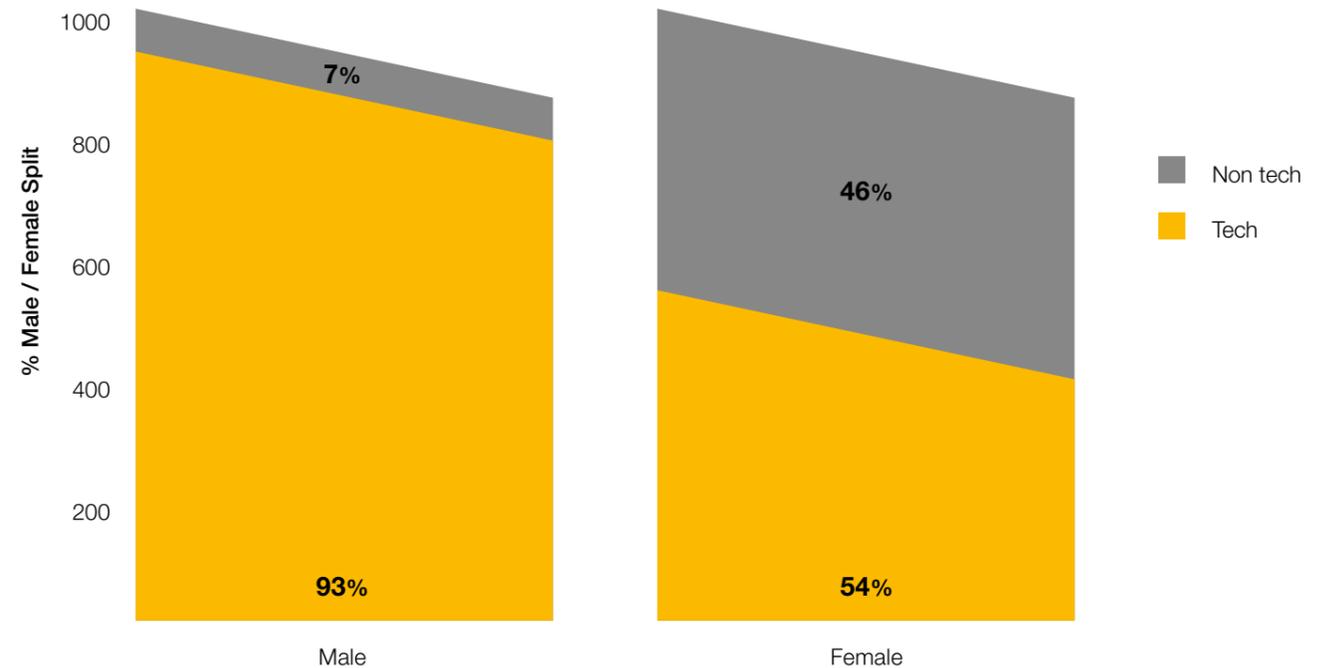


Fig 6: Work Profile by Gender



**OUR COMPETITORS**

For information and comparison purposes, key players within the construction industry have published data. This reporting is at global level rather than just the UK, whereas for the purposes of this reporting period, we refer to Gleeds UK only. Whilst the male/female split compares favourably to our own, a significantly higher number of women are holding senior positions at competitor firms, 13% and 16% at Grade 5 and above compared to just 10% within Gleeds (see Table 2).

Table 2  
A Comparison of male/female employee ratios

Company	Male/female employee ratio		Male/female employee ratio for grade 5 and more senior		
	2014/15	2017/18	2014/15	2016/17	2017/2018
Gleeds	77:23	74:26	-	89:11	90:10
Turner & Townsend	69:31	70:30	87:13	84:16	
Arcadis	64:36	63:37	-	-	
WS Atkins	-	72:28	-	87:13	
Faithful & Gould	-	78:22			
Aecom	-	72:28			

A report from Ernst & Young found a vacuum in the female leadership pipeline in the property industry. Although women featured strongly in entry level and administrative positions, the numbers dropped off dramatically further up the ladder. This is reflected in our own reporting.

**Key Observations**

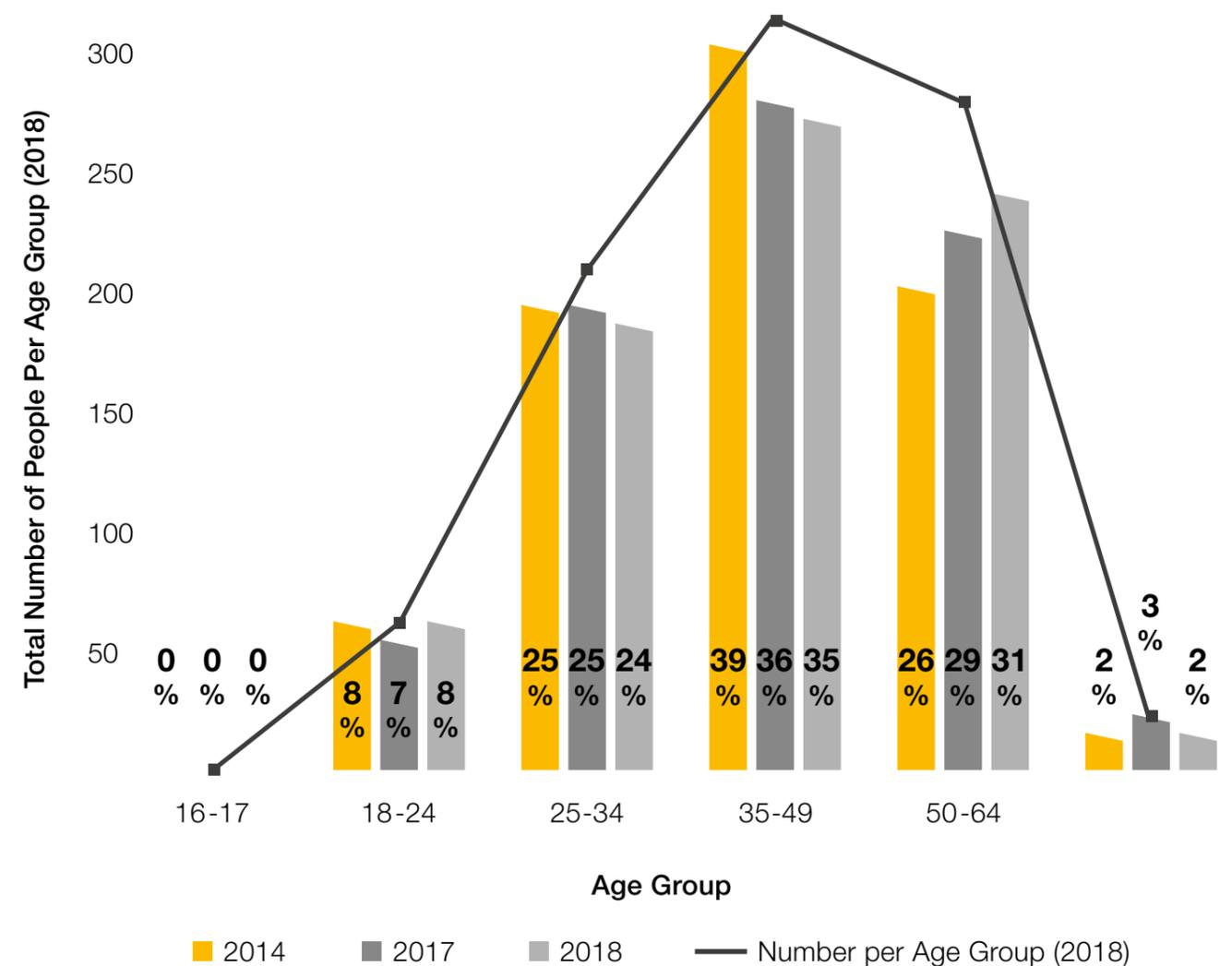
- Gleeds' workforce continues to be male dominated, with an average of 74% male employees and 26% female
- There is a significant disparity in the positioning of genders across the grades, with only 9 individuals in the top 4 grades being women
- There are clear differences across disciplines with the 'technical disciplines' being very male dominated
- Women are not equally represented across the regions in which Gleeds works

**AGE**

**Employee age profile**

Fig. 7 compares the current age profile of Gleeds' employees with figures from 2014, 2017 and 2018. There has been a general increase in the age of Gleeds' employees in line with natural ageing; the proportion of staff aged 18-24 and 35-49 has decreased while those in the age groups 50-64 and 65+ have increased.

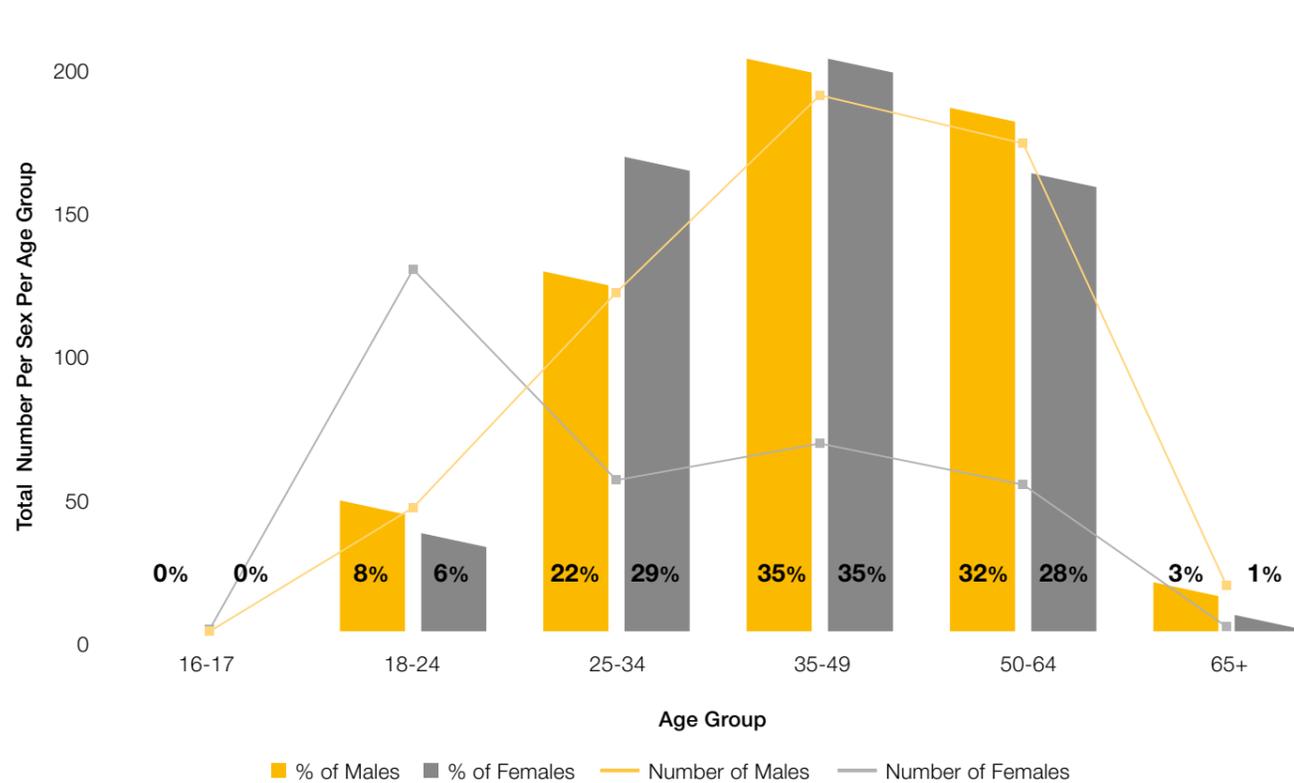
Fig 7:  
Employee Age Profile 2014-2018



**Employee age profile by gender**

The highest concentration of both males and females is within the 35-49 age group covering 35% of males and 35% of females. The highest overall population of males fall with the age group 35-64 (66%) whereas the highest overall population of females falls within the age group 25-49 (64%). 22% of males are in the age group 25-34 compared to 29% of females.

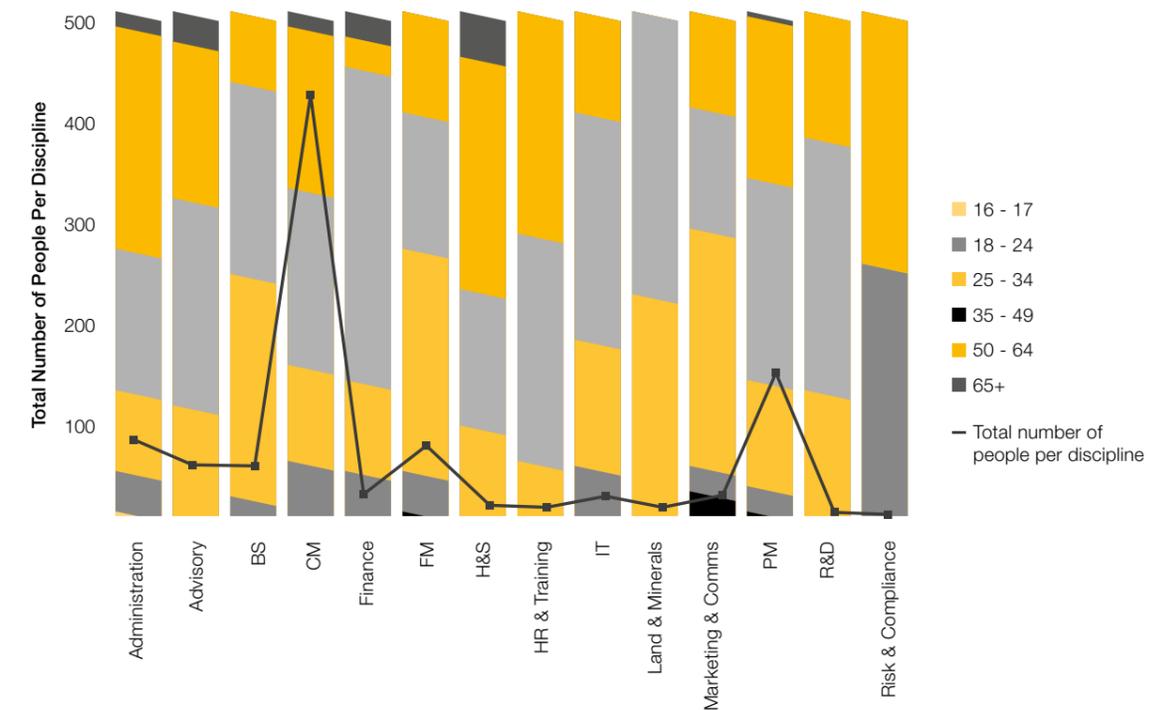
Fig 8: Employee Age Profile by Sex



**Employee age profile by discipline**

Gleeds can identify the age profile within each discipline (see Fig. 9). The oldest employees by % (65+) are within Health and Safety and Advisory teams. Building Surveying, Facilities Management and Marketing & Communications teams attract younger staff (by %). 70% of people in the greatest populated discipline, cost management, are 35 or older.

Fig 8: Employee Age Profile by Sex



**Our competitors**

Employee data from Turner & Townsend displays a similar theme, with older age groups being more populous within the organisation (see Table 3 below).

Table 3: Turner & Townsend employee age profile

Age group	Percentage (%)
Under 30	23
30-50	62
Over 50	15

“Successful businesses recognise the benefits that a more inclusive workforce can bring, through diverse skills, talents and experiences.”

BARONESS MCGREGOR-SMITH CBE

**EMPLOYEE RACE/ETHNICITY**

**Employee race/ethnicity by region**

Gleeds has a continuing desire to broaden the ethnicity of our workforce to represent the make-up of the communities in which we work and the clients for whom we work. 14% of the working age population comes from a Black or Minority Ethnic (BME) background however an independent review by Baroness McGregor-Smith highlight the proportion of working age people from a BME background in London and Birmingham is already over 40%, with Manchester not far behind.

Gleeds data finds that 45% of our people (404) have not volunteered ethnicity data. However, considering the 500 people who have provided data, it is clear that minority groups are underrepresented across the board (see Table 4) and we should be looking at the make-up of the area in which we are recruiting to establish the right target.

94% of Gleeds employees provided ethnicity data belonging to a 'White' ethnic group, compared to the National average of 86%, and this pattern is reflected across the regions in which we work.

Table 4

**Employee race/ethnicity by Gleeds region, compared to ONS Census 2011 data**

	White (%)		Mixed/multiple ethnic groups (%)		Asian/Asian British (%)		Black/African/Caribbean/Black British (%)		Other ethnic groups (%)	
	National Average	Gleeds	National Average	Gleeds	National Average	Gleeds	National Average	Gleeds	National Average	Gleeds
<b>Average 2014</b>	86	67	2	0	8	3	3	0	1	29
<b>Average 2017</b>	86	95	2	1	8	3	3	1	1	0
<b>Average 2018</b>	-	94	-	2	-	2	-	1	-	1
Central	85	91	2	3	9	3	3	2	1	1
South West	95	100	1	0	2	0	1	0	1	0
South East & London	79	92	2	2	11	4	6	2	2	1
Scotland & North East	94	95	1	3	4	3	1	0	0	0
North West	90	94	1	1	1	0	2	1	1	3

Under the Equality Act 2010, employees are not obliged to provide information regarding ethnicity and information provided is discretionary. The scarcity of ethnicity data has skewed the numbers reported in 2014, as evidenced by the unrepresentative numbers in the 'White' and 'Other ethnic group' columns. Improved reporting, although still only a 55% response rate, has provided a more accurate picture in 2018, although this may not be truly representative.

For existing staff, Gleeds requests ethnicity information via a self-managed 'people portal'. In compliance with the Equality Act, this information is not directly asked for on job applications, but is requested via an optional people monitoring form. It has been suggested that more could be done to promote completion of this to build Gleeds' ethnicity data records.

**Key Observations**

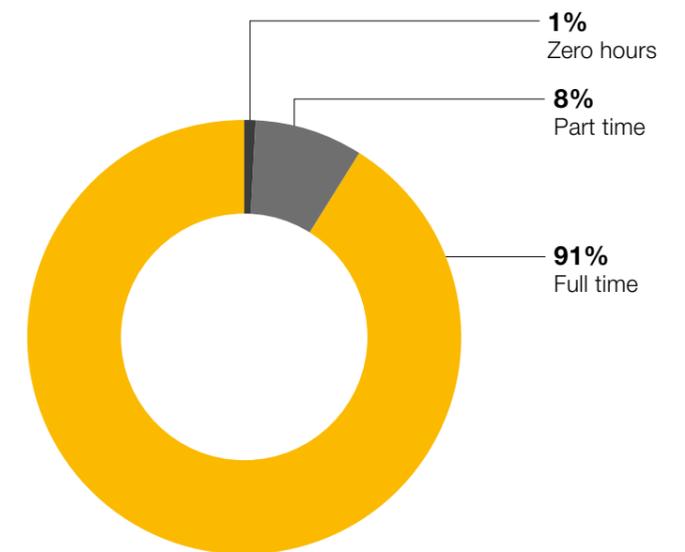
- Gleeds has a continuing desire to broaden the ethnicity of our workforce to represent the make-up of the communities in which we work
- Employees are not obliged to provide information regarding ethnicity - more could be done to promote completion of this to build Gleeds ethnicity data records
- Minority groups are under represented across the board
- Gleeds needs to engage with staff, providing a positive message about diversity, inclusion and belonging to encourage participation

**FULL-TIME/PART-TIME**

**Full-time/part-time employment profile**

Compared to the national picture of 73% full-time and 27% part-time employees, (ONS UK Labour Market Feb 2017), Gleeds has a much higher proportion of full-time staff (91%) compared to part-time (8%) and zero hours contracted staff – 1% (Fig. 10).

Fig 10: Employment profile



**Full-time/part-time employment profile by gender**

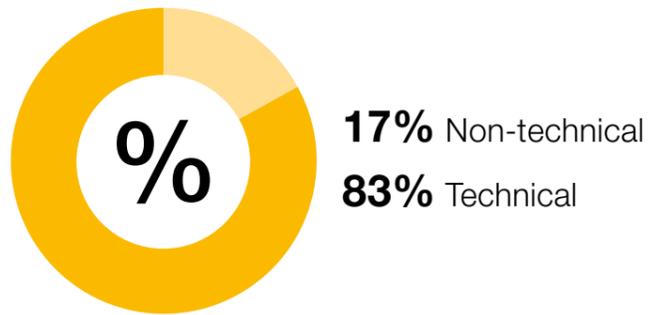
Looking at the gender of Gleeds' employees, 18% of all female staff are employed on a part-time basis, compared to 4% of male staff, meaning that women are four times as likely as men to be employed on a part-time basis rather than full-time.

**TYPE OF WORK (TECHNICAL VS NON-TECHNICAL)**

**People profile**

Owing to the nature of Gleeds' services, technical staff account for the majority of Gleeds UK's employees (83%), with support roles in the minority (17%), see Fig. 11.

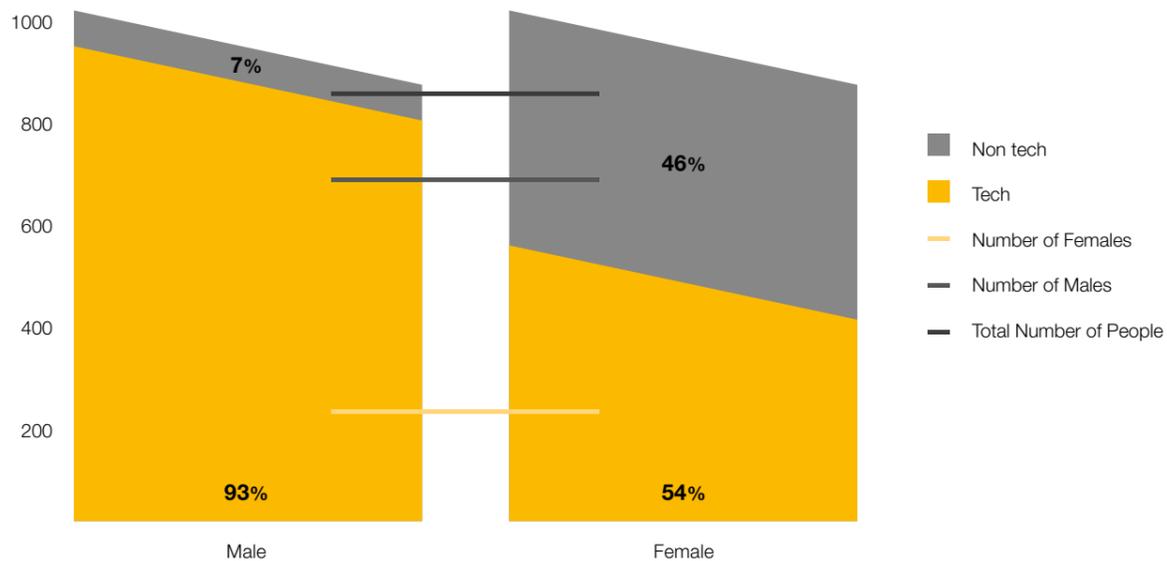
Fig 11:  
**Technical & Non-technical work split**



**Work Profile by gender**

Just under half of all female staff (46%) are employed in a non-technical role, compared to just 7% of male staff. Women are seven times as likely as men to work in a non-technical role as opposed to a technical position (see Fig. 12).

Fig 12:  
**Work Profile by Gender**



**MARITAL STATUS**

Across Gleeds UK, the most common marital status is married at 53%. Table 5 shows a breakdown of all the categories.

This data is provided voluntarily through a self-managed HR system but the response rate is good; with 830 out of 904 staff (92%) providing this.

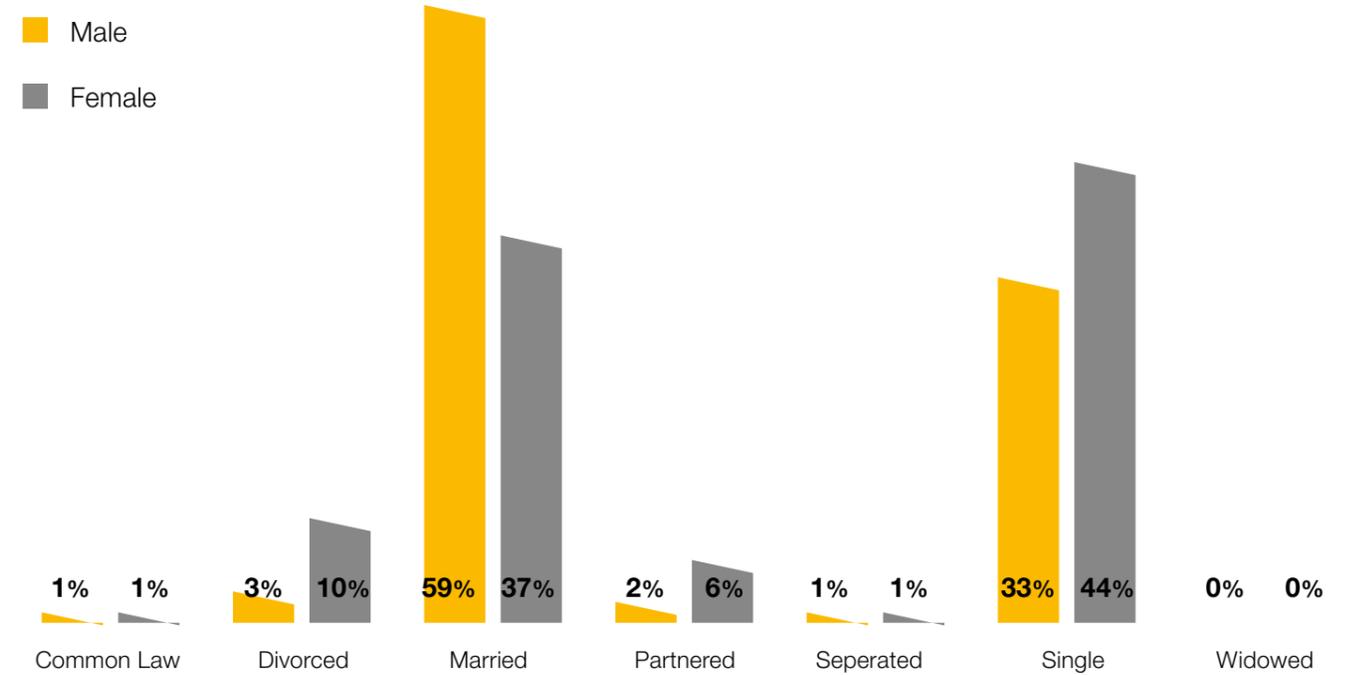
Table 5:  
**Marital status of Gleeds staff as a percentage of total**

Common Law	1%
Divorced	5%
Married	53%
Partner	3%
Separated	1%
Single	36%
Widowed	<1%

**Marital status by gender**

Fig. 13 shows an analysis of relationship status of Gleeds' employees by gender. The majority of males and females are either married or single. The highest % of males are married (59%), the highest % of females are single (44%).

Fig 13:  
**Relationship Status Per gender**



**Looking forward**

To improve the quality of our employee data, it will be necessary to monitor additional categories including:

- Pregnancy and parental leave
- Disability
- Sexual orientation
- Religion
- Caring responsibilities

Gleeds encourages staff to provide information on a voluntary basis. This could be improved by more clearly explaining how supplying data will assist the company in increasing diversity and inclusion overall.



# 4

## RICS Principles

## Principles

### Growing a diverse work force doesn't just happen - it requires deliberate, intentional conduct through recruitment, induction, training and development.

In 2015, the RICs launched a voluntary standard known as the Inclusive Employer Quality Mark (IEQM). The IEQM asks employers to pledge their commitment to adopting and continually improving against six principles:

1. Leadership and vision - commitment to increasing the diversity of the workplace
2. Recruitment - engage and attract new people to the industry from under-represented groups, share and gather best practice recruitment methods
3. Staff development - equal and transparent training and promotion prospects enabling all staff to develop and succeed
4. Staff retention - flexible working arrangements, adaptive working and well-being practices, pay equality making it a workplace of choice
5. Staff engagement an inclusive culture where all staff engage with developing, delivering, monitoring and assessing the D&I of their workplace
6. Continuous improvement - continually monitoring outcomes of the firm's commitment to being an inclusive employer, sharing and learning from best practice across the industry

Gleeds has identified under each of the characteristics a number of observations, along with recent successes and areas for improvement/action.

The overall diversity of our organisation will not change overnight and so we have set a realistic time frame to deliver results. We will consider setting aspirational targets, however this only works where we have robust data to both establish the baseline and to measure the impact of positive action.

We have already illustrated issues around our data monitoring which will be addressed.

Planning, implementation and monitoring will be required to see real change and there are key actions which can be put in place now.

Progress against targets will be published to show our commitment to improving diversity.



“If BME talent is fully utilised, the economy could receive a £24 billion boost.”

BARONESS  
MCGREGOR-SMITH CBE



## 1. Leadership and vision

Diversity is about differences, inclusiveness is about leveraging these differences to achieve better business results.

Attracting and engaging a multicultural, multi-generational, multi-talented global workforce is a must to drive new levels of creativity and collaboration, which in turn fuels innovation.

A more diverse workforce will allow each employee to contribute in a unique manner and feel that they belong. This will encourage more commitment to life at Gleeds. It is essential that diversity is seen as part of Gleeds strategic vision. This vision can only be achieved with clear and direct leadership which will inform recruitment initiatives and training and development practices, making the vision a shared one across our business.

Leadership programmes can be used to accelerate the development and progression of individuals at Gleeds. Our development programmes have been designed to build engagement, strengthen management and leadership capability, providing managers and leaders of the future with a strong understanding and awareness of the benefits of developing diverse teams.

Currently, there is little accountability for setting and delivering gender and ethnicity targets. Gleeds' senior leadership teams must be accountable for diversity and inclusion goals. We need to support our senior leaders to set local metrics, measuring the impact of the actions we take and ensuring we are more representative of the areas in which we operate.

The formation of a senior-led Diversity & Inclusion Steering Group made up of a network of Diversity Champions, will provide strong and visible leadership to support the implementation of our strategic diversity objectives. This will help us embed diversity into the way we do business.

### Key observations

- Senior leadership commitment is essential to the successful adoption of a diversity, inclusion and belonging strategy and implementation plan
- A more diverse and inclusive working environment can yield greater productivity and help improve individual and business performance irrespective of factors such as job role, geography, sector and level of seniority. This needs to be communicated effectively to all employees
- Gleeds' systems and their functionality need to be better enhanced to monitor and report on diversity and communicate our progress regularly to our employees
- Clearly defined goals aligned to the gaps found through the diversity audit and our business goals need to be set
- We need to conduct training at senior line management level to cover unconscious bias

### Successes to-date

- Implementation of a Leadership Development programme with 120 attendees out of a population of 148 to date
- Comprehensive People policies and procedures covering discrimination, grievances and workplace bullying are in place
- We have implemented a Whistleblowing policy at Gleeds
- Gleeds has recruited a people director and two people business partners to champion diversity, inclusion and belonging in the workplace

### Looking forward

- Strong leadership is crucial to success and will need to be followed through at individual line manager level supported by the people partners
- The set-up of a senior-led steering group is the starting point for discussion on how to move forward – the make-up, aims and objectives of this group are to be agreed
- From the steering group, an action plan and delivery recommendations, tailored to the needs of individual offices, will be developed
- Local office ownership will drive the success of diversity in our workplace
- Representation at local office level through inclusion and diversity champions will provide continuity and infiltrate policies into the organisation

## 2. Recruitment

Research shows that companies with diverse leadership teams perform better than those with more homogeneous teams. Companies with more women on boards and executive teams out-perform those with fewer women on a broad range of indicators.

Considering Gleeds' current staff demographics, our recruitment processes and the advertisement of job vacancies must demonstrate that Gleeds supports and encourages diversity.

As a business, we will continue to build a pipeline of talent to join Gleeds. Whilst we have already implemented a number of strategies, the success of these will be evaluated and further methods developed to allow us to engage with diverse talent on an ongoing basis, long before the need arises to pull new people into the organisation.

### Key observations

- Gleeds will focus on attracting a diverse range of applicants for every role and will ensure that only the best candidate irrespective of race, age, gender, disability will be appointed
- The success of the above point will be closely monitored using the newly implemented candidate management system
- Fostering links with schools, universities and colleges to build awareness of the opportunities within the wider construction profession and to build links with potential recruits from an early stage will continue to be part of everyday life at Gleeds

### Successes to-date

- Building a positive employer brand in the market place is underway to build a sense of trust as an employer of choice both internally for existing employees and externally for potential employees
- We are ensuring the recruitment agencies we work with are using diversity and inclusion best practice
- Gleeds continues to foster links with schools, universities and colleges – the annual Gleeds Global Challenge focuses on supporting young people
- We have introduced the Gleeds Referral Scheme, which allows employees to recognise and recommend new talent
- Exit interviews by the people partners help us to analyse reasons for leaving, spot trends and put responses in place
- A Gleeds-structured apprenticeship programme is now in place utilising the Government's Apprenticeship Levy

### Looking forward

- Gleeds will develop a consistent and more strategic approach to sourcing and recruitment across all UK offices, identifying, sharing and implementing best practice
- Strength rather than competency-based interviews will be considered, particularly in younger candidates with limited experience
- Gleeds will monitor the diversity of candidates on a regular basis
- We will systematically advance high-achieving women into senior positions, bringing women's perspectives to executive decision-making
- Renewing our recruitment strategy will allow us to reflect and attract specific, regional demographics
- A structured work experience programme will be offered by offices to local students/school children
- We will develop our engagement with those starting or completing university degrees in the construction field

### 3. Staff development

Staff development is key to attaining good retention rates and for addressing the balance of protected characteristics in higher career grades.

#### Training

Training and promotion prospects should be available to enable all staff to develop and succeed.

Opportunities for further training for women and certain ethnic groups will facilitate upward movement in the business and diversify our management team.

This has been very successful at Ernst and Young where, to address under representation of women at senior level, they launched their 'Realizing Your Potential' program, aimed specifically at women about to enter the partner admission process.

Such specialised and specific training can have knock-on effects in terms of fostering inclusion and attracting others with protected characteristics to the business.

#### Appraisals

Access to a process where an individual's performance, needs, and career aspirations can be addressed is essential, and it is important that managers are equipped with the right training and skills to enable their employees to thrive.

We currently provide training for all line managers and will be introducing a new quarterly conversation process to replace the annual appraisal process. However, diversity-related goals are rarely factored into managers' performance reviews as a goal or target and need to be embedded into all career pathways at Gleeds.

#### Staff Development

Allied to succession planning, an ongoing, strategic process for identifying and developing a diverse pool of talent for an organisation's potential future leaders, capability and leadership can be developed through mentoring and coaching. This can boost efforts to craft a more diverse and inclusive senior leadership team, ensuring that diverse candidates are eligible and qualified for promotion.

Employees are less loyal than they used to be with Generation Y in particular, the youngest employees in their twenties and early thirties, changing employers every 2 to 5 years. Attracting and retaining top talent is aided by providing the right remuneration package but also the right development opportunities.

Development opportunities do not have to be promotions. They can be learning programmes, mentoring, international assignments, secondments, shadowing, projects or coaching, to name a few. Offering conversion training to selected individuals is also proving to be successful.

We must acknowledge that there is a growing generation gap which needs to be managed. This could be achieved by developing a mentorship program, which will facilitate cross-generational education and can help build stronger interpersonal relationships between colleagues.

#### Key observations

- Structured staff development processes are in place but are not widely known about
- All members of staff should have a personal development plan however this is not the case
- Training staff in diversity and inclusion awareness provides them with the understanding, skills and language to change the culture of the organisation

#### Looking forward

- Regular, quarterly reviews between line managers and employees
- Training of line managers on the risks of unconscious bias
- Monitoring of staff development to increase the effectiveness of appraisal and performance management processes using MyGleeds
- Development and implementation of a coaching and mentoring programme
- Increase staff retention with the provision of opportunities to diversify within Gleeds

#### Successes to-date

- The move away from an annual review process is to be replaced with regular conversations between line manager and employee on at least a quarterly basis
- Gleeds' Travel Scholarship Programme increases opportunity for our people to gain international experience
- Gleeds has achieved gold standard with Investors in People

## 4. Staff retention

Staff retention is fundamental to achieving a healthy workplace. Aside from the financial cost of employee departure, it is vital to be able to compete for the talent that is present in an organisation.

From 2016, it is mandatory for all employers with more than 250 employees to publish their overall mean and median gender pay gaps. This may go some way to improving the perception that a pay gap exists.

Better staff retention could be achieved by:

- Opening potential promotion prospects
- Offering competitive remuneration and benefits packages
- Providing improved opportunities for flexible working, particularly post parental leave, and implementing measures to track success against the number of requests received
- Inclusive policies and practices make employees feel supported in the workplace through considering their individual needs and a wide number of practices are now in operation

### Key observations

- Implementing initiatives centred around cultivating a sense of overall belonging will have a big impact on improving workplace engagement
- Value and recognition can be demonstrated through simple recognition and other informal tokens of appreciation as well as through salary and bonus payments

### Successes to-date

- Continued support for professional development and qualifications offering by Gleeds Training, Learning & Development
- A clear action plan to address gender pay and bonus gaps
- The offer of a further period of unpaid leave following family leave such as maternity or adoption
- The offer of independent financial advice to assist with financial planning
- The offer of independent financial advice when approaching retirement
- The introduction of LikeWorks to all Gleeds employees which offers facilities such as:
  - Emergency childcare or elderly care helplines
  - A confidential counselling service
  - Professional advice on matters such as debt, bereavement, maintaining a healthy lifestyle, mental health matters

### Looking forward

- Further review of maternity/paternity leave policies including a review of pay which is currently statutory
- Offering a structured return to work programme via the people partners following a period of maternity / family leave to assist with re-integration into the workplace
- More and better communication of personal health, financial and well-being approaches

## 5. Staff engagement

Research reveals that stronger business outcomes directly correlate with diverse teams and inclusive workplace environments - increasing innovation, promoting higher quality decisions, and enhancing economic growth.

As well as strong leadership, an inclusive workplace requires 'buy-in' from staff at all levels to develop the diversity of their workplace. Staff engagement is reliant on an awareness of diversity issues therefore we need to develop cultural awareness allied to both diversity and unconscious bias.

### Training

The starting point should be a series of training initiatives namely:

- Diversity and inclusion training, including unconscious bias awareness
- Disability and mental health awareness to promote improved mental health
- Confidence building/professional development for minority groups
- Mentoring support for minority groups

### Support

A growing number of our clients in their approach to diversity and inclusiveness are sponsoring networks within their organisations. These networks support their members in many ways, including connecting people across the business and empowering them to achieve their full potential.

Networks can be a valuable resource and if successful their power can be used to achieve our wider strategic objectives. They can contribute in several ways:

- Raising awareness of the diversity of our people and promoting a culture of inclusive leadership
- Attracting diverse new talent by contributing to the firm's position as an employer of choice
- Providing members with personal development opportunities and creating opportunities to connect with colleagues across all our services and in different geographical locations
- Connecting to the market by providing opportunities to engage with our clients and potential clients
- Challenging the business to ensure that inclusive practices are 'business as usual'

### Communication

Raising awareness and educating employees about the benefits of working in diverse teams is also essential if we are to create an inclusive, high performing, client focused environment. Diversity awareness campaigns will start to address the issue.

### Sponsorship

Diversity is also an important consideration in our sponsorship strategy as we want to ensure we are aligned to events which promote a wide range of participants and viewers.

### Key observations

- We must listen to our people and can do this through an employee opinion survey
- Staff engagement is reliant on an awareness of diversity issues therefore as a business, we need to develop cultural awareness allied to both diversity and unconscious bias

### Successes to-date

- Implementation of online training and the use of webinars etc to provide training to those not able to attend face to face training sessions
- Gleeds' Property Network
- Support for International Women's Day
- Support for LGBT Construction Group
- Sponsorship of Pride as part of the Building Equality Group, made up of construction companies such as LOR, Balfour Beatty, WSP
- Women in Property and Women in Construction

### Looking forward

- Developing a long-term behavioural change programme with the objective of addressing the barriers to diversity, focussing on unconscious bias
- Setting the correct tone of voice and delivery mechanisms to engage staff
- Delivering diversity and inclusion training at all career levels
- Utilising the steering group to start the diversity conversation
- Including diversity as part of annual staff survey to identify strengths and areas for improvement across the organisation



5

Conclusion

**Whilst Gleeds is committed to improving diversity and inclusion and has made good progress in some areas, there is still room for improvement.**

#### MEASURING PERFORMANCE

At Gleeds, we encourage independent thinking. We act with integrity and take personal responsibility to succeed.

Providing the correct training and tools and monitoring the effectiveness of equal opportunities policies are therefore crucial. This requires a two-stage process: data collection and analysis for which workable measurement and review processes need to be implemented.

Gleeds will:

- Continue to develop the data gathering and measurements we already undertake whilst implementing new measures for both disabled and LGBT staff
- Compare and analyse this data for groups of employees within the company and those applying for vacancies
- Carry out diversity and inclusion impact assessments to assess the effectiveness of changes we make
- Encourage local offices to be more representative of the communities in which we operate

Measures should be implemented to identify and agree baseline levels of the following characteristics before reviewing any necessary targets:

- Sexual Orientation
- Disability
- Pregnancy and Parental Leave
- Gender Reassignment



**“Don’t be different to be different.  
Be different to be better.”**

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#### Key observations

External publications and networking activities can be used to:

- Promote Gleeds as a diverse company in all marketing, advertising contractors, clients and suppliers
- Develop links with external organisations to support our work on inclusion including, for example:
  - RICS Inclusive Employer Quality Mark (IEQM)
  - Employers’ Network for Equality & Inclusion
  - Encourage employees to participate in professional and civic organisations that promote diversity

#### Looking forward - continuous improvement

In order to identify the effectiveness of our equal opportunities policies, we will need to continue to review our current activity around each of the protected characteristic.

- Identify additional actions to improve/maintain success in these areas
- Review and measure progress
- Continue to collect workforce data, implementing a regular review and reporting process

Improve data capture across all protected characteristics to provide measurable starting points for review and progress.

Benchmark our practices and processes against other sectors and draw learning and best practices from the exercise.

