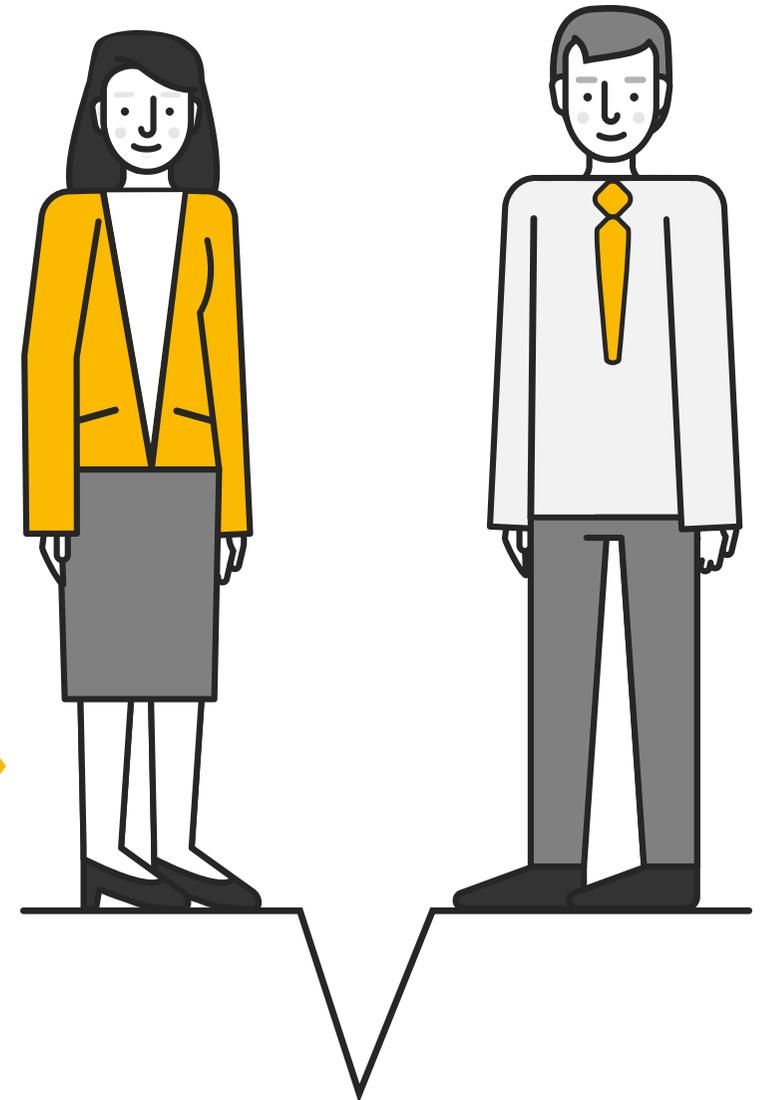


# Gender Pay Gap Report

April 2018





We're a business that's based on great people. As Gleeds has grown, we've enjoyed the diversity that comes with working in new places, and with new people.

But as an industry, we've failed to conquer one of our biggest challenges: addressing the lack of female talent in construction. This imbalance, particularly at senior leadership level, has created a gender pay gap.

Our commitment is to build on initiatives that attract a more diverse workforce into construction. During last year's Gleeds Global Challenge, 2,500 pupils from disadvantaged backgrounds participated in our careers workshops. 52% of students were female.

In recent years, Gleeds has employed more women than ever before. But there is still more work we need to do to attract and develop women into senior management positions.

We want Gleeds to be a place that provides fulfilling careers for everyone. Whilst we recognise that the gender pay gap will not be resolved overnight, we are committed to building a more diverse and equal workplace.

I confirm that the information within this statement is accurate and meets the mandatory requirements set out in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Stuart Senior

**Gleeds Executive & UK Board Director**



I'm a firm believer in creating environments where people can thrive and do their best work. For me diversity of skills, experience and characteristics play a big part in this. It makes for a richer culture and more adaptable teams.

Having recently joined Gleeds as People Director, I see a lot of potential in existing initiatives that are designed to develop future leaders and support those needing flexible working arrangements. But as this report highlights, there is much more we need to be doing to help close the gender pay gap.

As part of our diversity and inclusion agenda, my remit is to implement a clear plan to improve representation of women at all levels within Gleeds.

Our hope is that by raising awareness and improving the support networks available to all women at Gleeds, we will also increase the number of female leaders in our business.

Above all, we want to provide every single person that works for Gleeds with a fun and rewarding career.

Louise Ellis  
**Gleeds People Director**

---

# What is the gender pay gap?

**The gender pay gap is the difference in average female earnings compared to average male earnings.**

This contrasts from equal pay, which relates to the difference in earnings between men and women who complete the same job, at the same level.

Gleeds' gender pay gap is higher than the national average of +18%. This is down to the lower number of females within our business and significantly higher proportion of men in senior roles.

At present women represent 26% of our workforce, with men at 74%. Of the 221 women employed within Gleeds' UK business, 20% have flexible working arrangements – such as part time hours – in comparison to 5% of men. The higher proportion of women employed on a part-time basis further impacts gender pay and bonus gaps.

Whilst we are confident that men and women are remunerated equally for equivalent work, our priority is to help increase the number of women in senior roles at Gleeds. We also plan to invest more time in encouraging women into the construction industry.



## Reporting requirements

**From 4<sup>th</sup> April 2018, all organisations employing over 250 people are required to publish an annual report on their gender pay gap.**

Within the Gleeds group of companies there are a number of business entities. Gleeds Employment Services (Bristol) and Gleeds Employment Services (Nottingham) are required to publish data under the regulations. We have also published figures for our UK business, which provides a full picture of our national position.

# Gleeds figures

## PAY GAP

This table shows the mean and median pay gap between men and women, based on hourly rates of pay and presented relative to men's earnings. The median gender pay gap differs from the mean as it shows the mid-point of data, rather than the average.

	<b>Gleeds UK</b>	<b>Gleeds Employment Services (Bristol)</b>	<b>Gleeds Employment Services (Nottingham)</b>
Mean gender pay gap	36.7% lower	39.1% lower	39.8% lower
Median gender pay gap	42.4% lower	45.5% lower	49.1% lower

## BONUS GAP

This table shows the mean and median bonus gap between men and women, presented relative to men's earnings. Our bonus gap is driven by the fact more men occupy senior positions, which in turn attract higher bonuses.

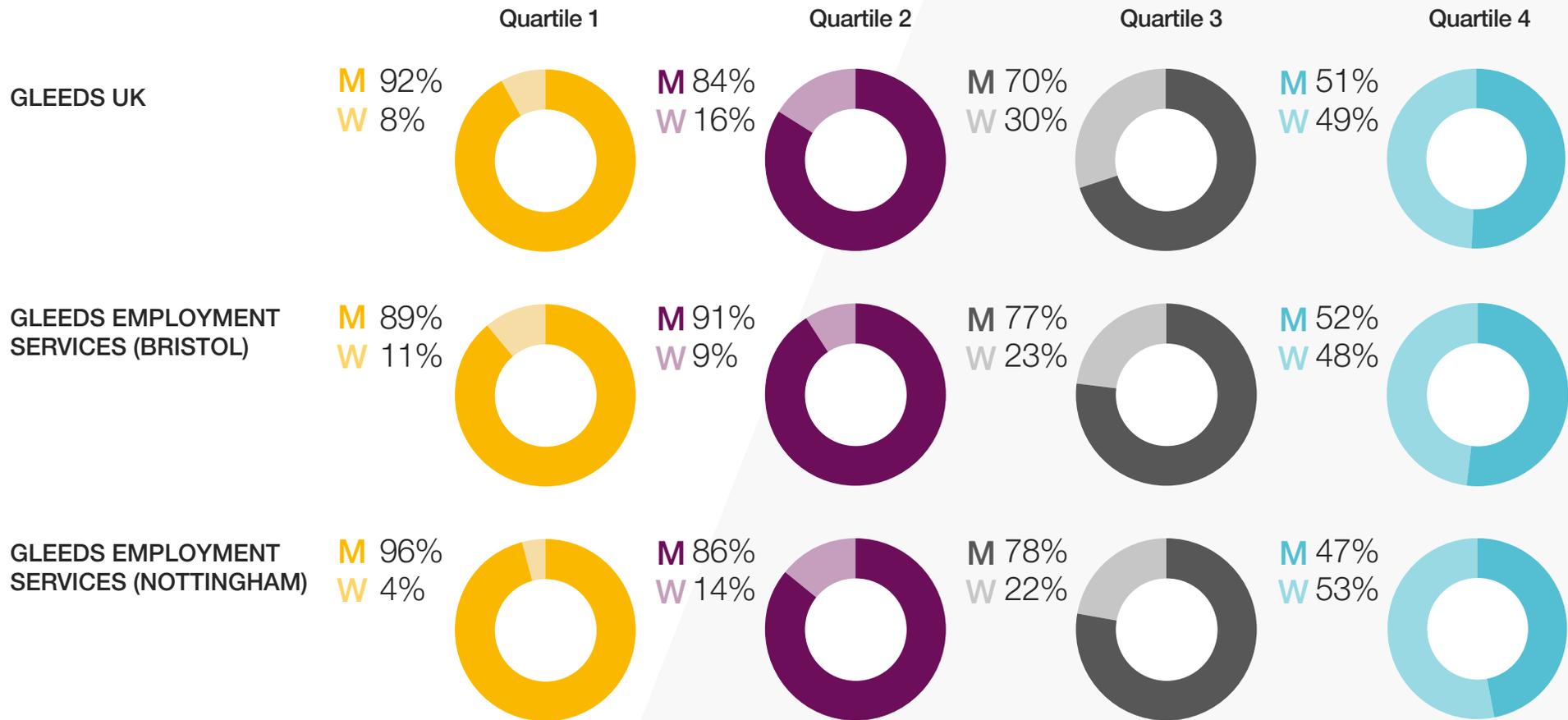
	<b>Gleeds UK</b>	<b>Gleeds Employment Services (Bristol)</b>	<b>Gleeds Employment Services (Nottingham)</b>
Mean gender bonus gap	56.6% lower	22.8% lower	78.6% lower
Median gender bonus gap	58.3% lower	14.8% lower	92.6% lower
<b>Proportion receiving bonuses</b>			
Men	33.4%	24.5%	33.6%
Women	19.9%	10.2%	23.9%

The Government's reporting cycle commenced on 5<sup>th</sup> April 2017, so the figures above reflect Gleeds' position on this date.

# Gleeds figures

## PAY QUANTILES

Pay quartiles are a way of showing the distribution of pay amongst men and women across four remuneration bands. The first quartile reflects the highest 25% of earners, whilst quartile four reflects the lowest 25% of earners.



The Government's reporting cycle commenced on 5<sup>th</sup> April 2017, so the figures above reflect Gleeds' position on this date.

# Promoting diversity and inclusivity

Construction has traditionally attracted more men than women. In recent years, the industry has made steps to improve the appeal of construction amongst women and other minority groups. As industry statistics show, there is still much more work for us to do.

We are committed to creating an equal and flexible working environment, which enables people to be at their best. Our priority is to empower both male and female employees in progressing the career path of their choice.

To support the narrowing and eventual elimination of the gender pay gap, Gleeds makes the following commitments:

INCREASING AWARENESS	IMPROVED SUPPORT	MEASUREMENT & MONITORING
<b>Schools outreach programme</b> Use Gleeds' Global Challenge outreach programme to help improve the appeal of construction amongst female students	<b>Flexible working</b> Review of existing flexible working arrangements to better support people with primary care responsibilities and those returning to work	<b>Upgrades to HR management system</b> Improving our ability to segment and monitor employee data. In-depth analysis will help us identify short and long term change opportunities
<b>Profiling our female talent</b> Improving female representation at recruitment fairs and industry events	<b>Employee training</b> Training for all staff on unconscious bias and anti-discrimination, with an additional focus on those responsible for recruitment decisions and leading teams	<b>Increasing direct recruitment</b> Maintaining direct control over the advertising process, ensuring that vacancies reach as diverse a population as possible
<b>Supporting industry-wide campaigns</b> Continue to offer support to diversity and inclusion campaigns led by professional institutions and industry bodies	<b>Mentoring and coaching</b> Increase the accessibility of female role models for discussion and practical guidance on career progression	<b>Recruitment partner review</b> Work with recruitment partners to assess their candidate identification process and secure balanced candidate shortlists

Gleeds proudly supports: [#seetheelephant](#) | [Women in Property](#) | [International Women's Day](#)