

The background of the entire slide is a repeating pattern of yellow icons representing men and women. The icons are arranged in a grid-like fashion, with male icons (a circle with a vertical line) and female icons (a circle with a vertical line and a skirt) alternating in a regular pattern across the entire surface.

gleeds

UK 2022

Gender Pay Gap Report

Introduction from Kate Williams, our UK People Director



Our 2022 Fairness, Inclusion and Respect (FIR) Strategy is now embedded into our business, and I am pleased to report that Gleeds is moving steadily towards building the fair, inclusive and respectful environment that we have set out to create. As we clarify what our vision means at a strategic and day-to-day level, we have arrived at this: fairness reflects how our workplace is perceived; inclusion refers to how our individual employees feel in the workplace; and respect is about how we treat each other.

This report focuses on the gender pay gap that exists amongst Gleeds UK staff. Along with the rest of our industry, we are working to level the playing field in this area, but, overall, I am happy to share a decrease of 4% in the median pay gap, as well as a number of new initiatives that will help us achieve our key focus – successfully supporting more women into senior roles.

We are ensuring a better gender balance in all roles across the business, so that the future pipeline of senior roles will be more evenly split. In addition, we have undertaken significant work to make sure that our business practices allow us to support all genders to progress, and that

we continue towards our goal of a 50:50 split when attracting and recruiting graduates and apprentices. By sustaining growth in these key areas, we will continue to narrow, and eventually eliminate, the gender pay gap.

I believe that one way to demonstrate our unwavering commitment to gender equality is to record our progress and have this monitored and assessed by global inclusion standards. We are working with The Clear Company to achieve this, and Gleeds currently has bronze accreditation having reviewed internal policies and implemented inclusionary processes. As we work towards our silver accreditation, we are aligned to focusing the finding and retention of talent through our inclusive strategic priorities. You can read more about this later on in the report, as well as at [gleeds.com](https://www.gleeds.com).

It takes a huge amount of work to unpick historical ways of thinking, working, and hiring, but we are tireless in our determination to do the right thing. Our many commitments for 2023 bring us one step closer to gender equality. Read about them in detail in the last pages of our report. It will take time to truly implant new ways of working, but we are

resilient, and we will not stop until we get there and have set up a working culture and practices that are fit for the next generation.

A handwritten signature in black ink, appearing to read 'K Williams'.

Kate Williams, UK People Director, Gleeds

It is important to note that this report approaches the gender pay gap through a binary comparison of male and female rates of pay due to the nature of the data available. We know that this does not acknowledge all genders in the workplace, however, we are working towards making sure that all our processes, procedures, and reporting recognise the multiplicity of gender identity.

The Gender Pay Gap

What is the Gender Pay Gap?

The gender pay gap is the difference between the average earnings of men and women across a business, regardless of their role, grade, or experience. It highlights disparities between the number of men and women working in all roles across the business. The pay gap can still exist even if men and women in comparable roles are being paid the same because it is an average that is affected by the relative number of men and women employed in the business. Simply put, if there are more men than women in higher-earning roles, the gender pay gap will still exist.

It is different to equal pay which seeks to understand the difference in earnings between men and women in the same role, at the same level.

How are we reporting?

Since April 2018, all organisations with over 250 employees are required to publish a public report on their gender pay gap. There are a number of entities within the Gleeds group and,

in the past, we have reported separately on each entity. However, for our 2022 Gender Pay Gap Report, like last year's, we are publishing our figures for all entities as 'One Gleeds'. This ensures that we are providing the full picture of our national position, as well as enabling clear yearly comparisons and complete data from which we can set targets.

In this report, you will find a range of infographics that present our current gender pay gap and bonus gap data. We prefer to report on this information visually so that it is easy to see trends and progression.

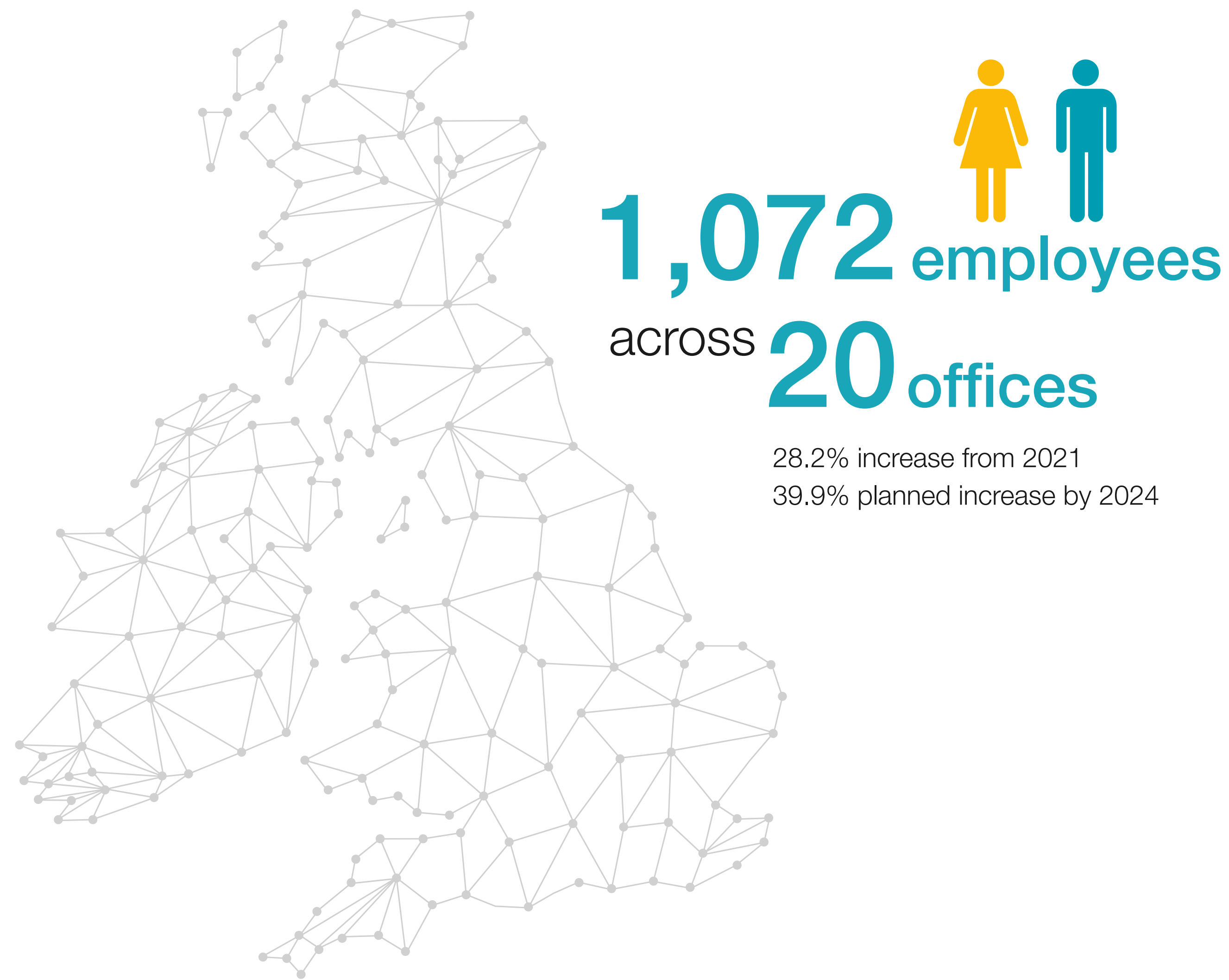
All the data for this year was captured on 5th April 2022.



Understanding Us

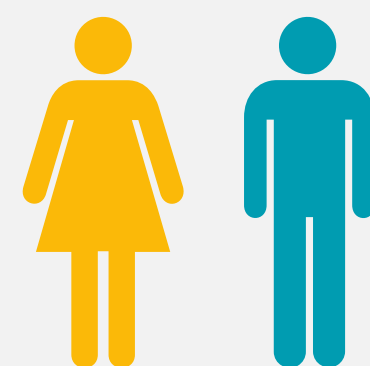
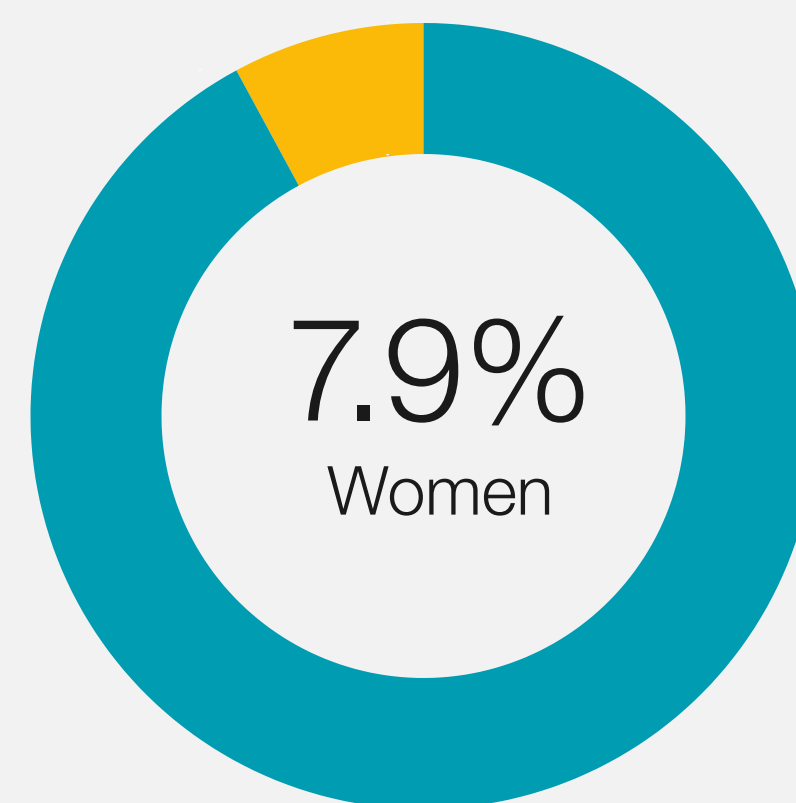
It is important to understand the composition of the Gleeds workforce so that we can put the gender pay gap data into perspective. We make sure to keep track of the gender split of our UK employees across all grades with our comprehensive, regularly updated, people dashboards to keep up to date with patterns and changes.

As a leading global property and construction consultancy, Gleeds delivers award-winning projects around the world. With the head office in London, the UK is a central hub for our employees. In the UK, on 5th April 2022, we had 1,072 employees across a total of 20 offices, a notable increase from our 836 employees at the same point last year. Continuing to grow, we are planning to increase our UK headcount to 1,500 by the end of 2024.

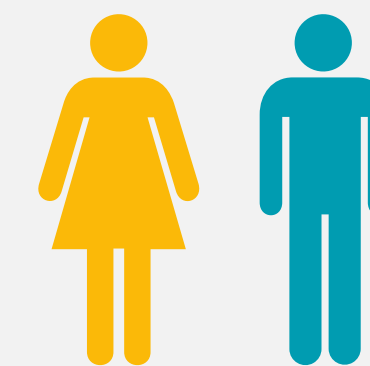
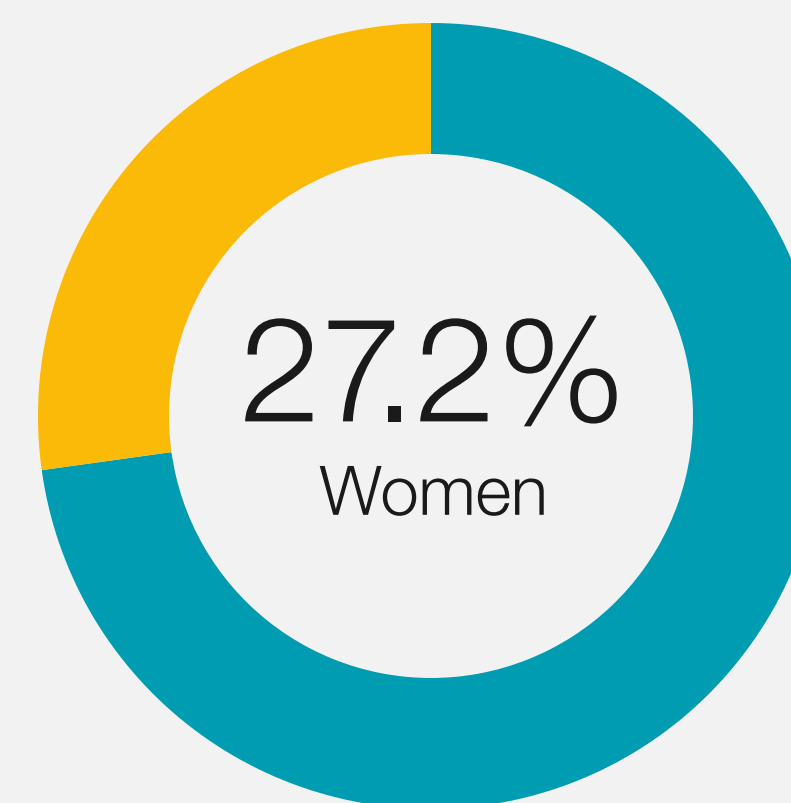


The Gleeds workforce is constructed of 11 grades, with our Graduates and Apprentices making up grades 11 and 10 through to our Directors at grade 4 and above (Senior Leaders).

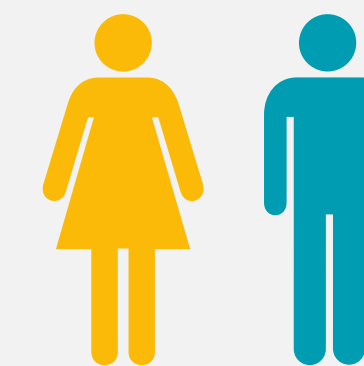
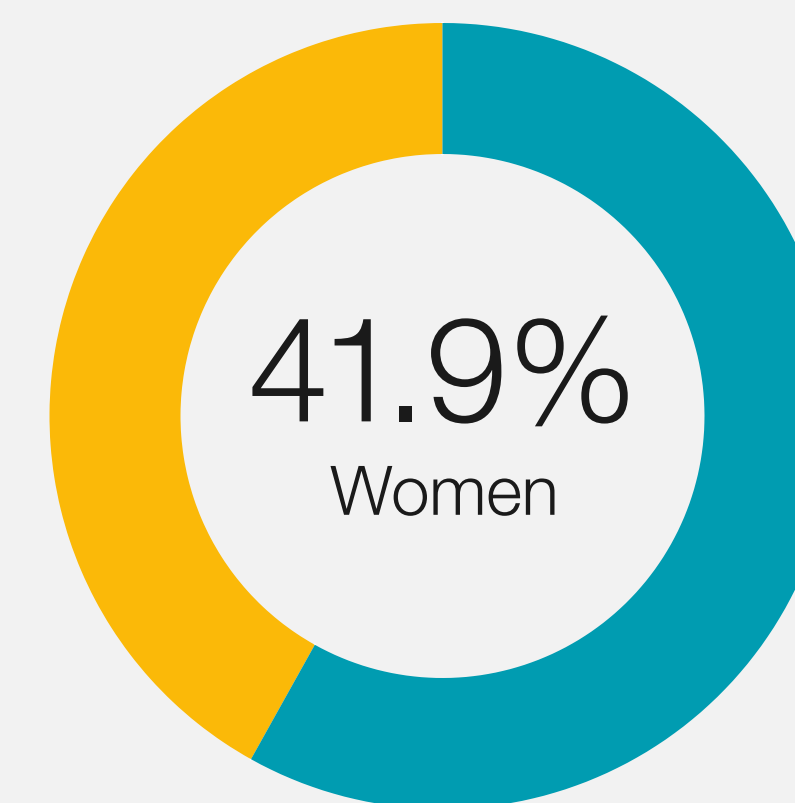
The nature of the construction industry means that Gleeds is composed of both Qualified and Non-Qualified employees. The proportion of women in both qualified and non-qualified roles has grown since last year, creating an increasingly equal gender base for career development towards future director roles.



Directors



Qualified



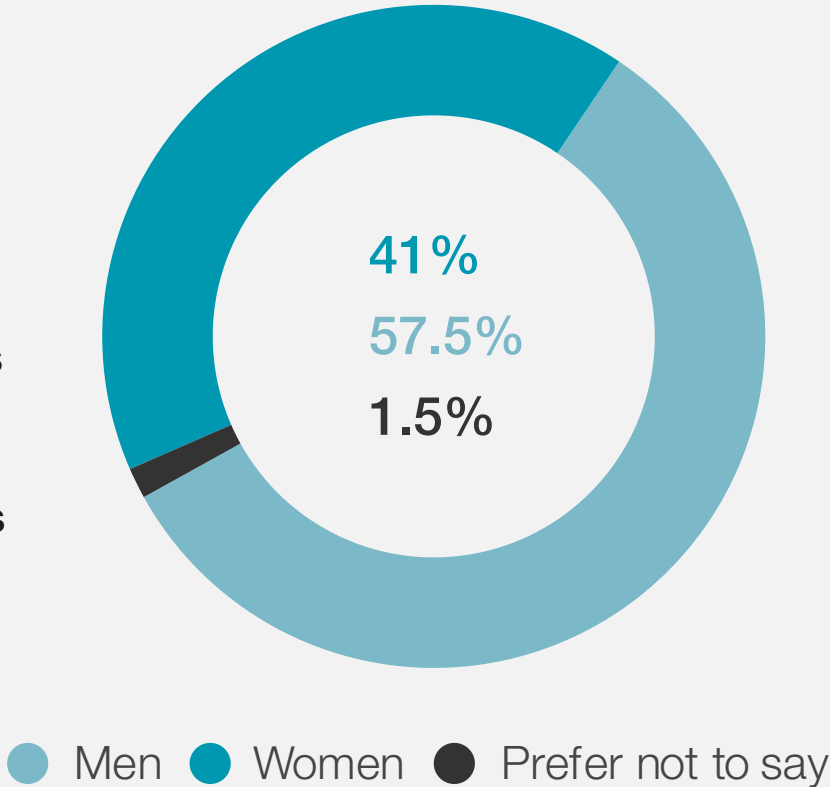
Non-Qualified

Our 11 grades are split into 4 categories to demonstrate the upward mobility of roles at Gleeds. Firstly, our graduates and apprentices become newly qualified, after which they grow into our future leaders, to then become our senior leaders at the top of the business. By presenting our UK workforce in such a way, we can identify any disparities between the number of men and women in each level and further conceptualise the path to closing the gender pay gap.



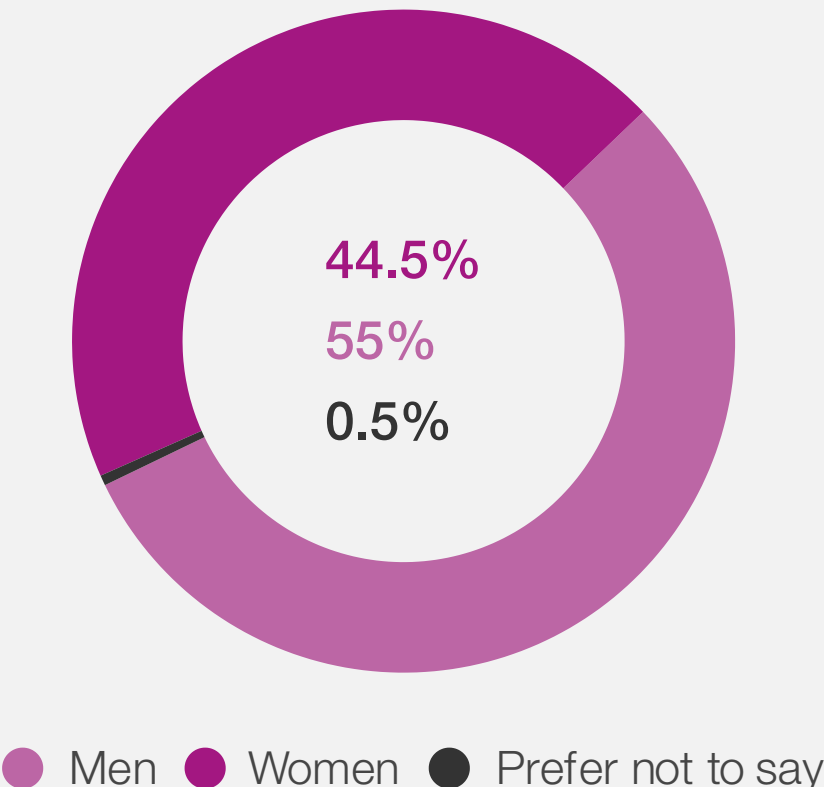
Graduates & Apprentices

We are continuing towards our 50:50 split when attracting and recruiting graduates and apprentices



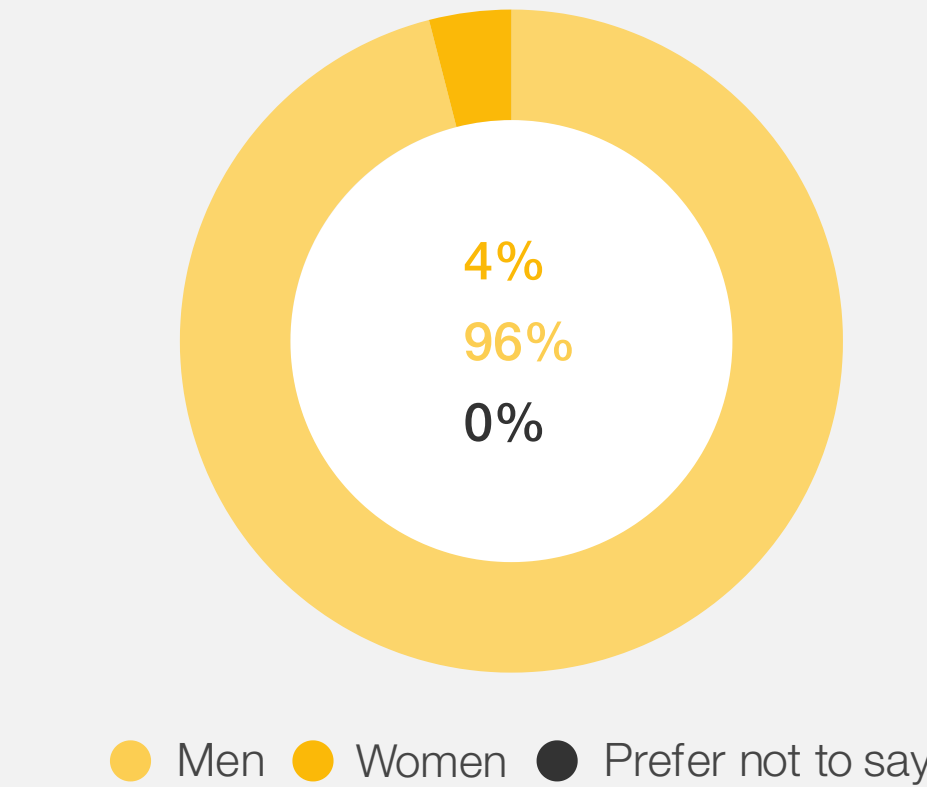
Newly qualified

We ensure that our business practices allow us to support all genders to progress their careers within Gleeds



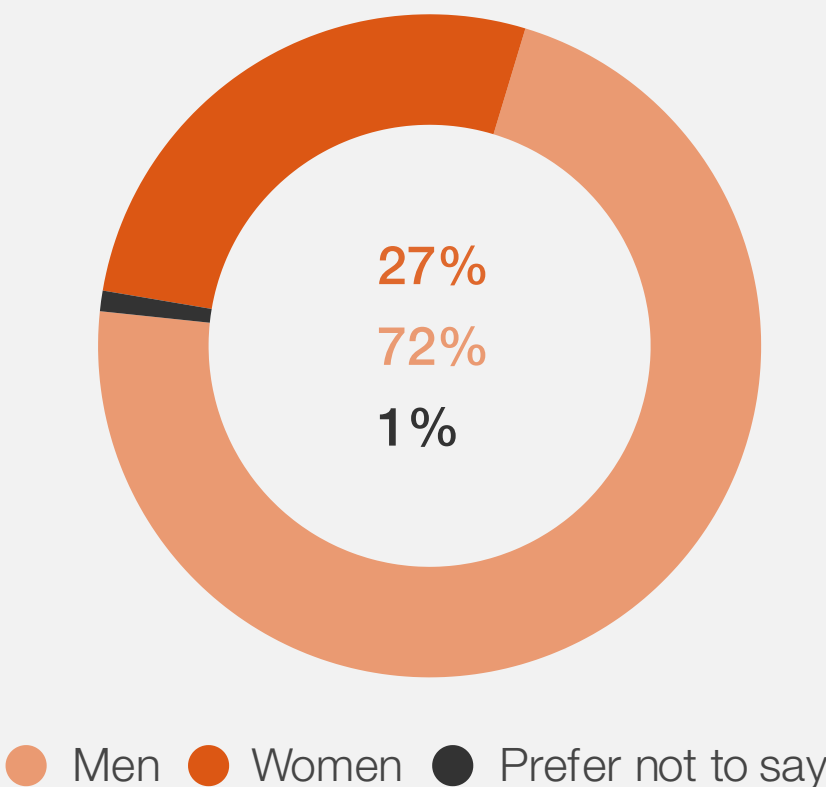
Senior Leaders

Our main focus is to have more women in senior leadership roles



Future Leaders

We are working towards a better gender balance to equally fill future senior roles



This Year's Pay Gap

This data presents both the pay gap and bonus gap between men and women on 5th April 2022, as well as numbers since 2017 to map yearly changes. The percentages displayed indicate the gaps in pay and bonuses relative to men's earnings that year. We also show the proportion of employees in each of the 4 pay quartiles to demonstrate the distribution of pay amongst men and women.

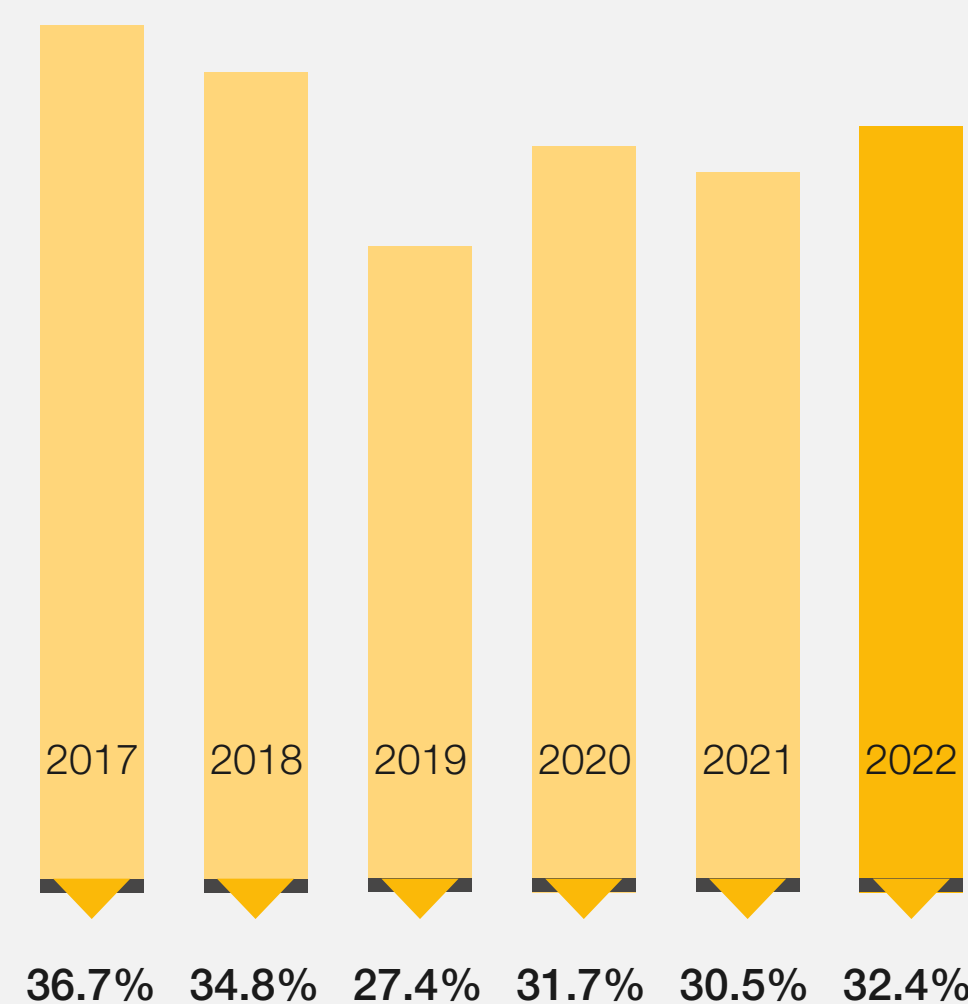
Both mean and median figures are present in the data. The mean is an average which totals all the earnings of women in the year and divides it by the number of women. Whereas, the median, taking the middle point, shows a more equal spread of salaries because it is less skewed by high-earning outliers.

Gender Pay Gap

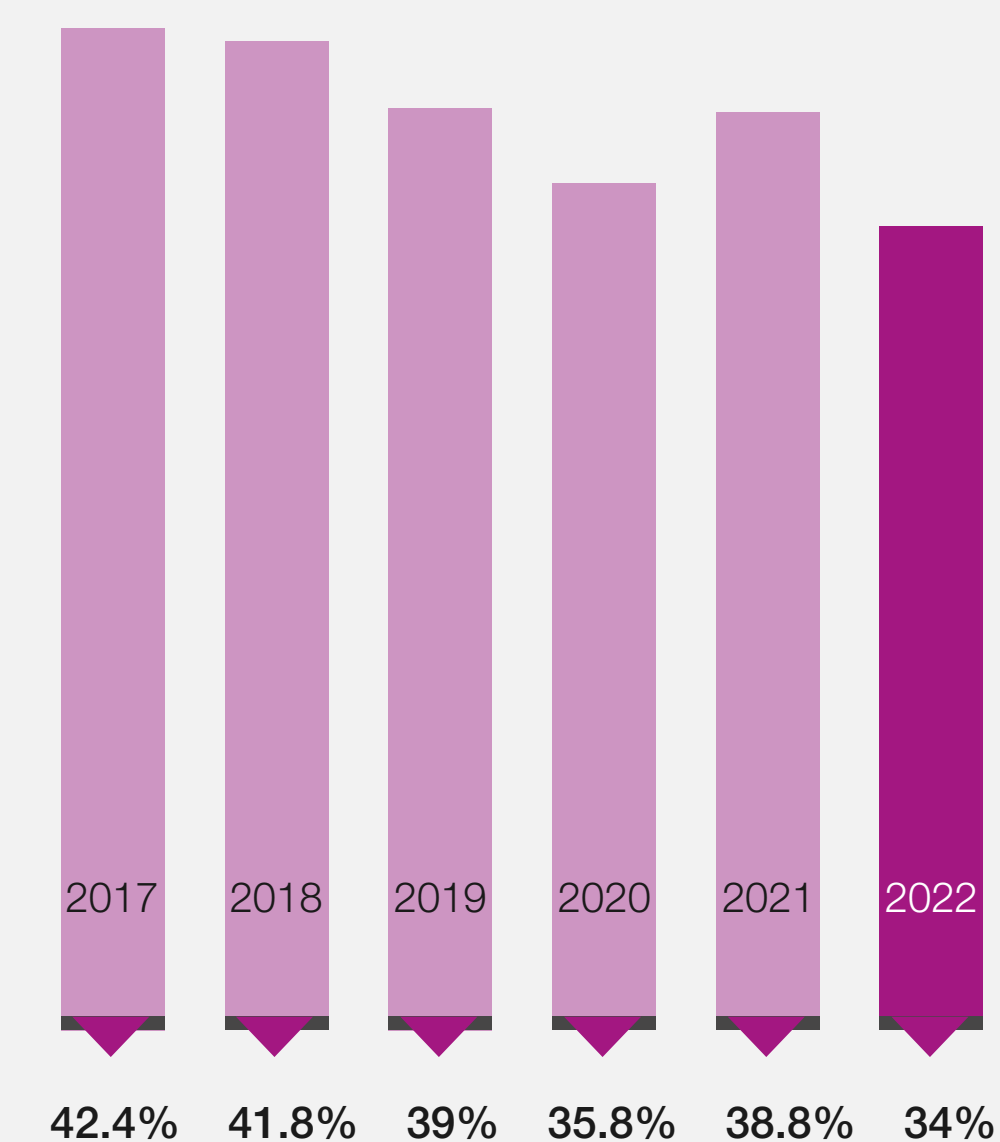
These figures show the mean and median pay gap between men and women, based on hourly rates of pay up until 5th April 2022, as well as our progress from 2017 up to this year.

As common in the construction industry, our gender pay gap can mostly be put down to a lower number of women, than men, in senior roles. Analysis of our 2022 gender pay gap tells us that women earnt 32.4% less than men across the business this year. Whilst, unfortunately, the mean gender pay gap has increased over the last year, our median gender pay gap has decreased by 4%. The mean and median pay gaps differ because of the structure of our work force, particularly due to disparities between the number of men and women in senior positions.

Mean gender pay gap



Median gender pay gap

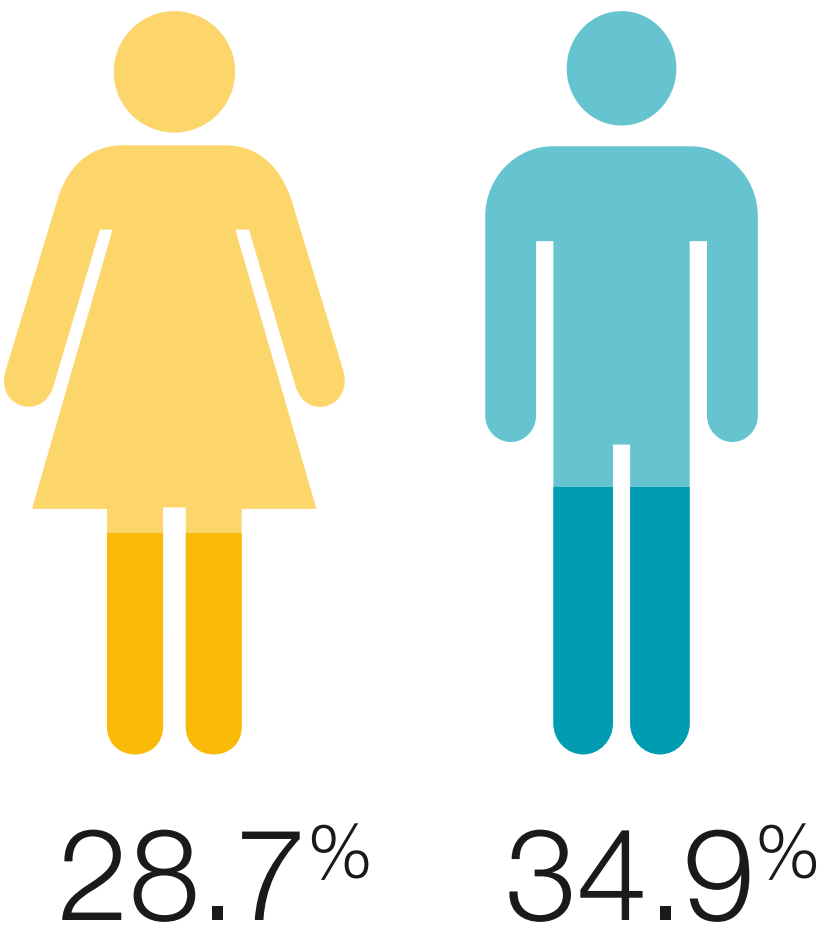




Bonus Pay Gap

These figures show the mean and median bonus gap between men and women for 2022, as well as changes from 2017 up to this year. You can also find the proportion of men and women who received bonus payments this year. These proportions have increased by about 22% for both men and women over last year.

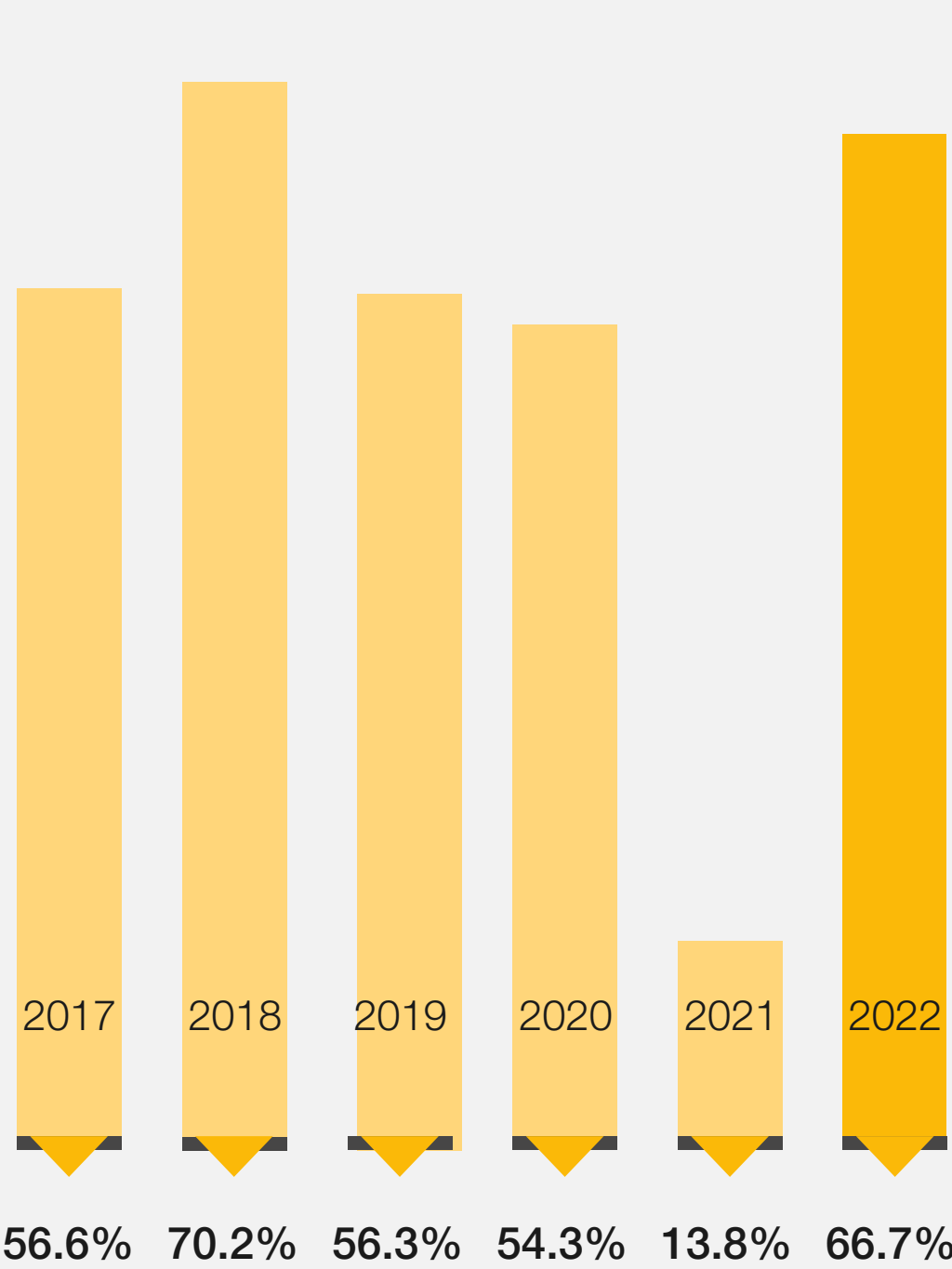
At Gleeds, we have moved away from awarding adhoc bonuses which can appear as biased and unfair. The main bonus scheme that we operate is the Directors Profit Share Scheme. Despite a large increase in the number of people receiving bonuses this year, due to the lower number of women currently in senior positions, a lower proportion of women received bonus payments compared to men.

Proportion of Gleeds employees who received bonuses this year

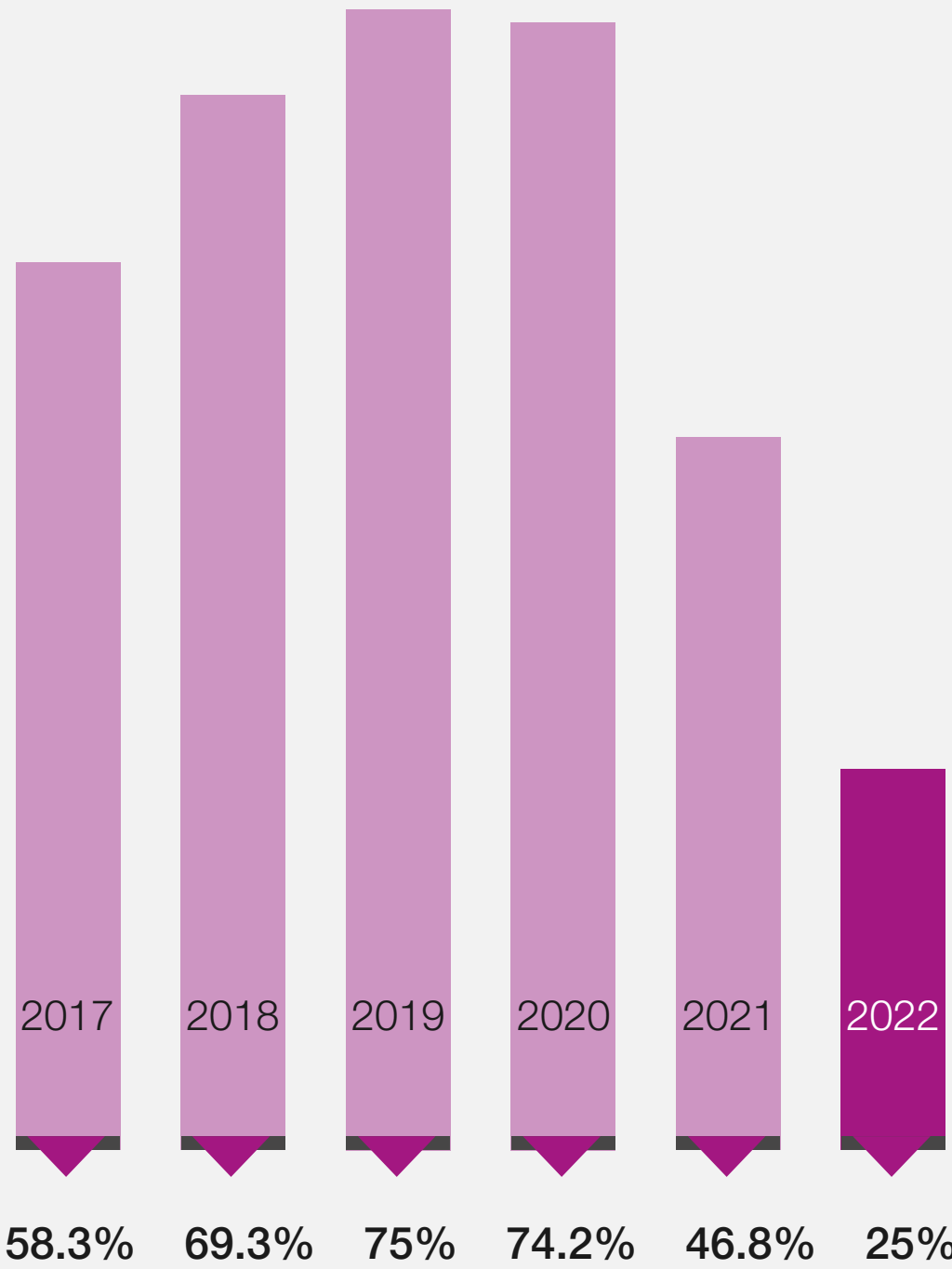


		
2022	28.7%	34.9%
2021	6.6%	12.4%
2020	12.1%	15.2%
2019	18.6%	27.3%

Mean bonus pay gap



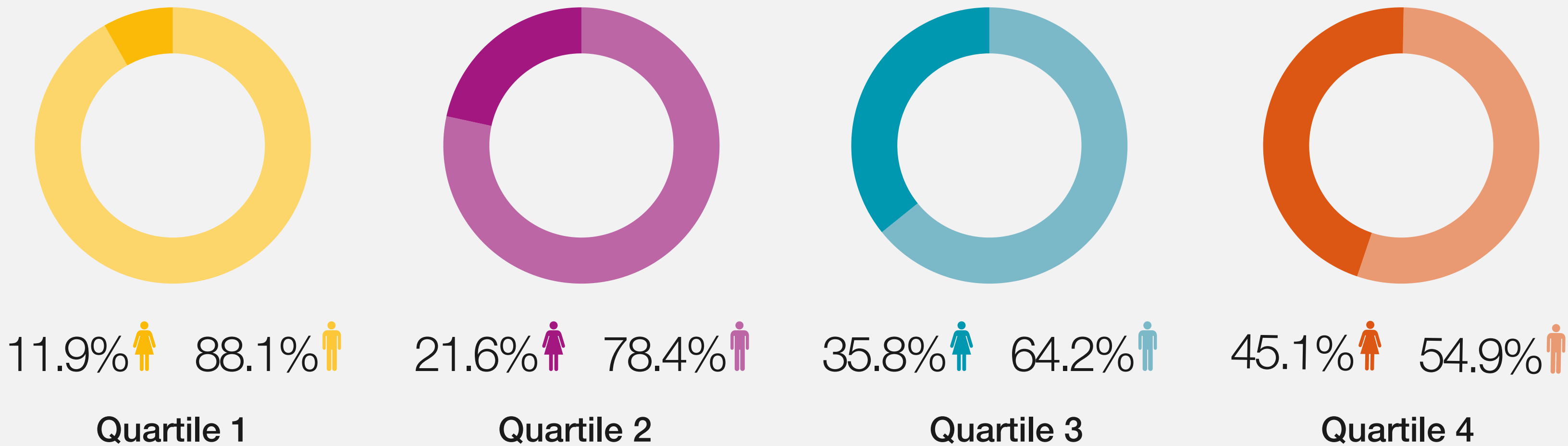
Median bonus pay gap



Pay Quartiles

Displaying the pay quartiles is a way of showing the proportion of men and women across various remuneration bands. Quartile 1 reflects the highest 25% of earners, whilst quartile 4 shows the lowest 25% of earners this year.

Reviewing the number of men and women across each quartile, we are happy to note that since 2017, when we started to report on the gender pay gap, we are steadily increasing the proportion of women in quartiles 1,2 and 3.



Looking Forwards

Whilst we have definitely seen improvements in the gender balance at Gleeds in the UK, we know that we can still do more. We are on a journey to achieve gender equality and minimising the gender pay gap is one of the most significant things we can do internally as a business. In conjunction with our Fairness, Inclusion and Respect strategy, we have a plan to look forward into a future of gender equality at Gleeds.

Closing the Gap

Closing the gender pay gap is one of our key strategic focuses. We are committed to having a working environment that is agile, inclusive, and fair, and, most importantly, enables people to be their best.

To do so, we maintain our focus on increasing the number of women in senior positions, whether this be through internal development of our strong future leaders or effective attraction and recruitment of the best people the industry has to offer. While we recognise the need to ensure that we have robust career pathways in place to support the progress of women in the business, we also know that, to continue to increase the number of women in senior positions in a timely manner, we will also need to recruit externally into senior positions.

Each year we are getting closer to our 50:50 gender split graduate and apprentice recruitment target. In doing so, we are ensuring that an equal pool of emerging talent will become our inspiring future leaders. However, in the short term, an increase in the number of women in lower quartiles could be seen as hindering the positive work we are doing to close the gap. Therefore, in the longer term, we hope to see these pioneering women progress through the business into senior positions at Gleeds. Through gender equality in our graduate and apprenticeship cohorts we will address the significant lack of women in the construction sector.



Our commitments for 2023

We have mapped our future commitments to reducing the gender pay gap through our processes of attraction, retention, and development. By empowering all our employees to progress their careers along paths of their choice, as well as attracting great new employees to continue building Gleeds, we will continue to narrow, and eventually eliminate, the gender pay gap.

With our Fairness, Inclusion and Respect strategy now embedded in our business, our good practice will help us support our employees with global opportunities, talent succession, ally networks, and the Gleeds Leadership framework, for example.

Our commitments for 2023 bring us one step closer to gender equality.

