

Gender Pay Gap Report



2020



Louise Ellis
Chief People Officer

As an industry leader, at Gleeds, we have a responsibility to drive change in the construction industry across all areas of our business. For me, building the foundations for the next generation of professionals to enter, be nurtured, and thrive in a varied and exciting career in construction is a major priority. Our journey to achieving gender balance is at the heart of our efforts.

A variety of skills, experience and characteristics are vital to the creation of an adaptable, happy workforce. Reflecting this ethos, over the past year we have been working to better understand our current position from a diversity perspective, so that we have a baseline from which to make improvements. In 2020, we invested in a new recruitment platform, Eploy. This platform will help us to strengthen our knowledge of our diversity position, through the gathering of comprehensive data on each new recruit to our business. We have also made steps to improve from within, improving the sophistication of the data we gather from employees, and conducting a pay audit, which we are now responding to through a long-term action plan. The road we are on to industry-wide, cultural change is not a short or flat one, but armed with stronger data, our business will be able to measure and continue to address the gender pay balance.

As this report highlights however, there is much more that we need to be doing, both as an organisation and as an industry to help close the gender pay gap. We have been reviewing our recruitment process to mitigate unconscious bias and our internal learning and development training platform, Gleeds Academy, has provided training to employees across the business, educating on a range of topics including addressing unconscious bias, identifying diversity in others and leading a diverse workforce. From senior leaders to mid-level line managers to new graduates, through courses we are encouraging employees to challenge their own responses and consciously consider the impact of their decision making from a diversity perspective.

The events of 2020 have drawn our business together more closely through technology, and Our Female Force, Gleeds' women's network, was established. This forum is a thriving discussion hub for change in the industry and is helping to inform our approach to increased diversity within our own business as well as the industry at large.

As a people-focussed business, we are continuously seeking feedback and reviewing how we can support the wellbeing of our employees. The COVID-19 global pandemic has clearly impacted the work-life balance dynamic, and we are currently reviewing our Ways of Working policy to better fit the requirements of our staff, respecting their individual and personal circumstances. We have recently made greater provision for new parents, enhancing adoption, paternity and maternity offerings, with maternity increasing to 10 weeks at 100% contractual pay, followed by 10 weeks at 50% contractual pay and 19 weeks at Statutory Maternity Pay.

As part of our diversity and inclusion agenda, my remit is to implement Gleeds' Gender Pay Gap Action Plan to improve representation of women at all levels. We have made some significant steps over the past twelve months as an inclusive, supportive place to work for women, and you can find some examples of these on page 10. However, we appreciate that this is very much the start of our journey, as this year's figures reflect. Together with the rest of the industry we have much to do to make meaningful progress.

My hope is that by raising awareness and improving the support networks available to all women at Gleeds, we will achieve balanced representation of women at all levels, from those choosing to enter the construction industry through to experienced, aspirational female leaders.

Above all, we want to provide every single person that works for Gleeds with a rewarding career. The information published in this report is accurate and meets the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

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 currently higher than the national average for all employees of 15.5%.¹ This is down to the lower number of females within our business and significantly higher proportion of men in senior roles.

Encouraging an increasingly diverse gender balance at entry level to the industry is a key driver of gradual change, and encouragingly, the percentage of females composing our graduate intake increased from 13% in 2018 to 35% in 2020.

Whilst we strive to equalise this disparity within our business through active promotion of the variety of careers in construction to women, we will also continue to recruit the best talent for the job, without a gender bias. Our target to adopt a 100% blind CV reviewal process at recruitment stage is central to this approach.

At the time of reporting, women represented 27% of our UK workforce, 21% of whom had contractually agreed 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.

¹ONS Gender Pay Gap figures, October 2020



Gleeds colleagues attend a site visit organised by the Gleeds Property Network

Reporting requirements

From 4th 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.

This year we will be required to only publish data for Gleeds Employment Services Nottingham as Gleeds Employment Services Bristol has less than 250 employees. However we have chosen to continue to report, in this report, the figures for both these employment companies and Gleeds as a whole.

Gleeds figures 2020

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.

	Gleeds UK	Gleeds Employment Services (Bristol)*	Gleeds Employment Services (Nottingham)*
Mean gender pay gap	31.7% lower	30.1% lower	31.6% lower
Median gender pay gap	35.8% lower	35.9% lower	35.8% 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.

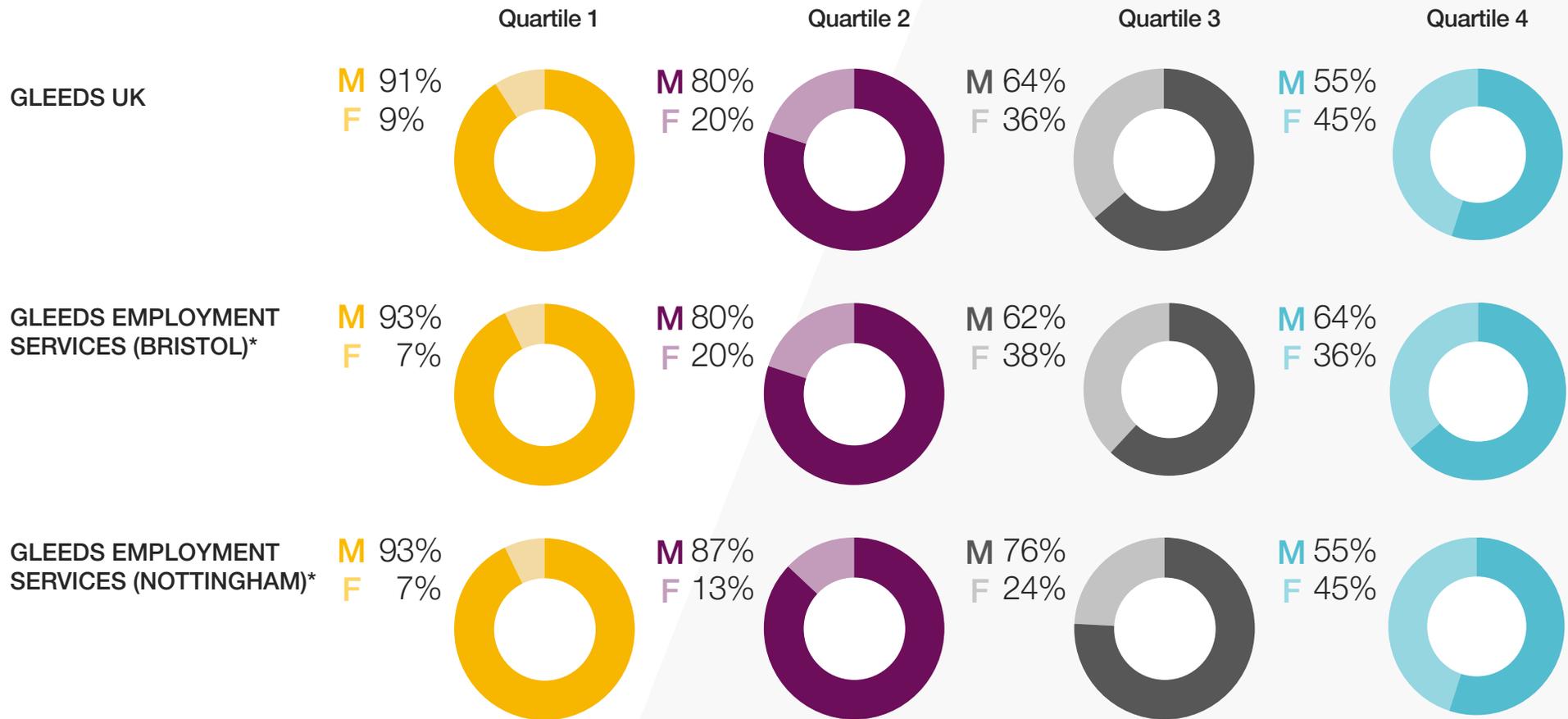
	Gleeds UK	Gleeds Employment Services (Bristol)*	Gleeds Employment Services (Nottingham)*
Mean gender bonus gap	54.3% lower	0.0%	64.5% lower
Median gender bonus gap	74.2% lower	0.0%	64.0% lower
Proportion receiving bonuses			
Male	15.2%	7.6%	27.0%
Female	12.1%	0.0%	27.0%

**Note: At the time of reporting, Gleeds Employment Services Bristol and Nottingham employee numbers totalled 241 and 290 respectively.*

Gleeds figures 2020

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.



*Note: At the time of reporting, Gleeds Employment Services Bristol and Nottingham employee numbers totalled 241 and 290 respectively.

Gleeds figures 2019

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.

	Gleeds UK	Gleeds Employment Services (Bristol)	Gleeds Employment Services (Nottingham)
Mean gender pay gap	27.4% lower	27.0% lower	33.1% lower
Median gender pay gap	39.0% lower	36.1% lower	46.0% lower

BONUS GAP

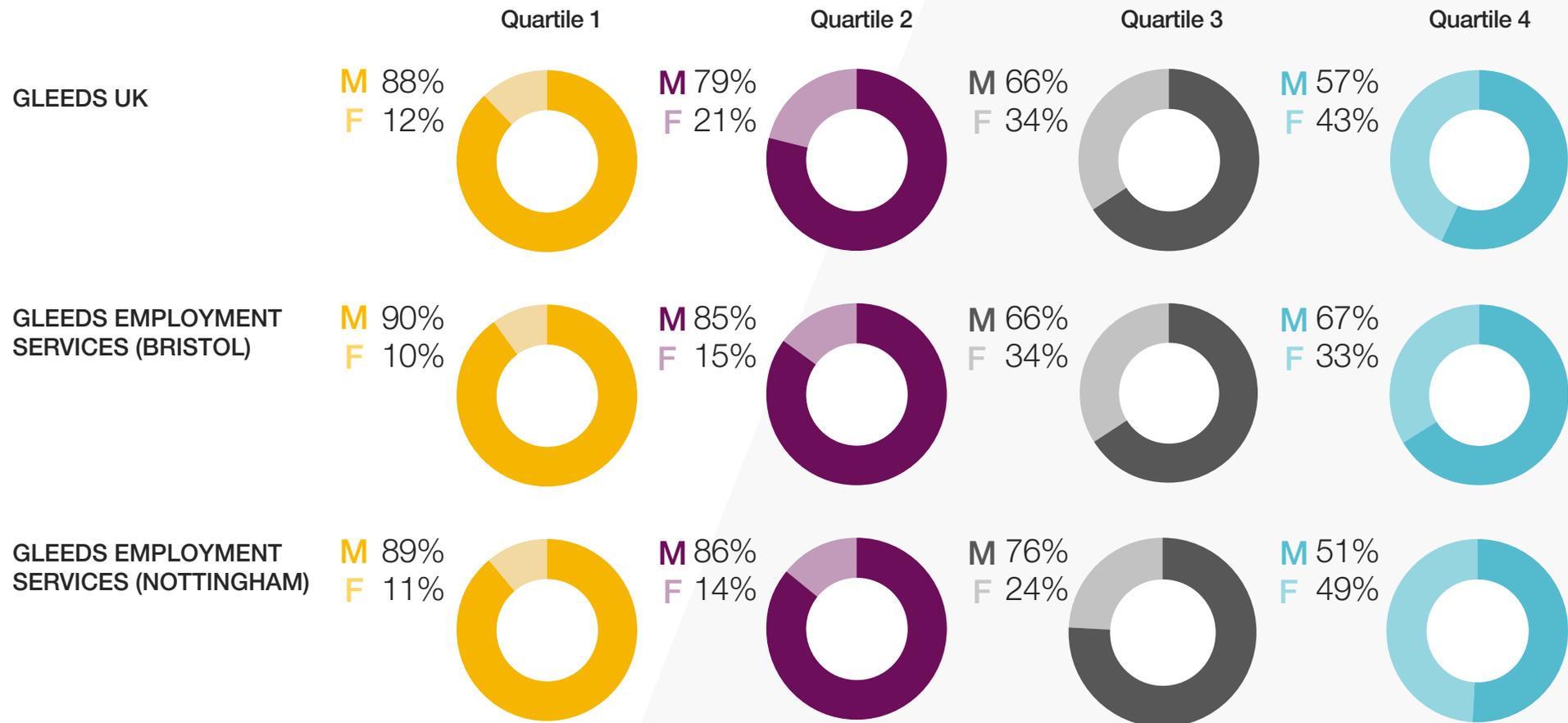
This table shows the mean and median bonus gap between men and women, presented relative to men's earnings. Our bonus gap is driven by the fact more men occupy senior positions, which in turn attract higher bonuses.

	Gleeds UK	Gleeds Employment Services (Bristol)	Gleeds Employment Services (Nottingham)
Mean gender bonus gap	56.3% lower	72.6% lower	53.6% lower
Median gender bonus gap	75.0% lower	82.3% lower	60.0% lower
Proportion receiving bonuses			
Male	27.3%	25.4%	35.4%
Female	18.6%	24.2%	24.4%

Gleeds figures 2019

PAY QUANTILES

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Gleeds figures 2018

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.

	Gleeds UK	Gleeds Employment Services (Bristol)	Gleeds Employment Services (Nottingham)
Mean gender pay gap	34.8% lower	33.7% lower	38.6% lower
Median gender pay gap	41.8% lower	43.9% lower	44.8% lower

BONUS GAP

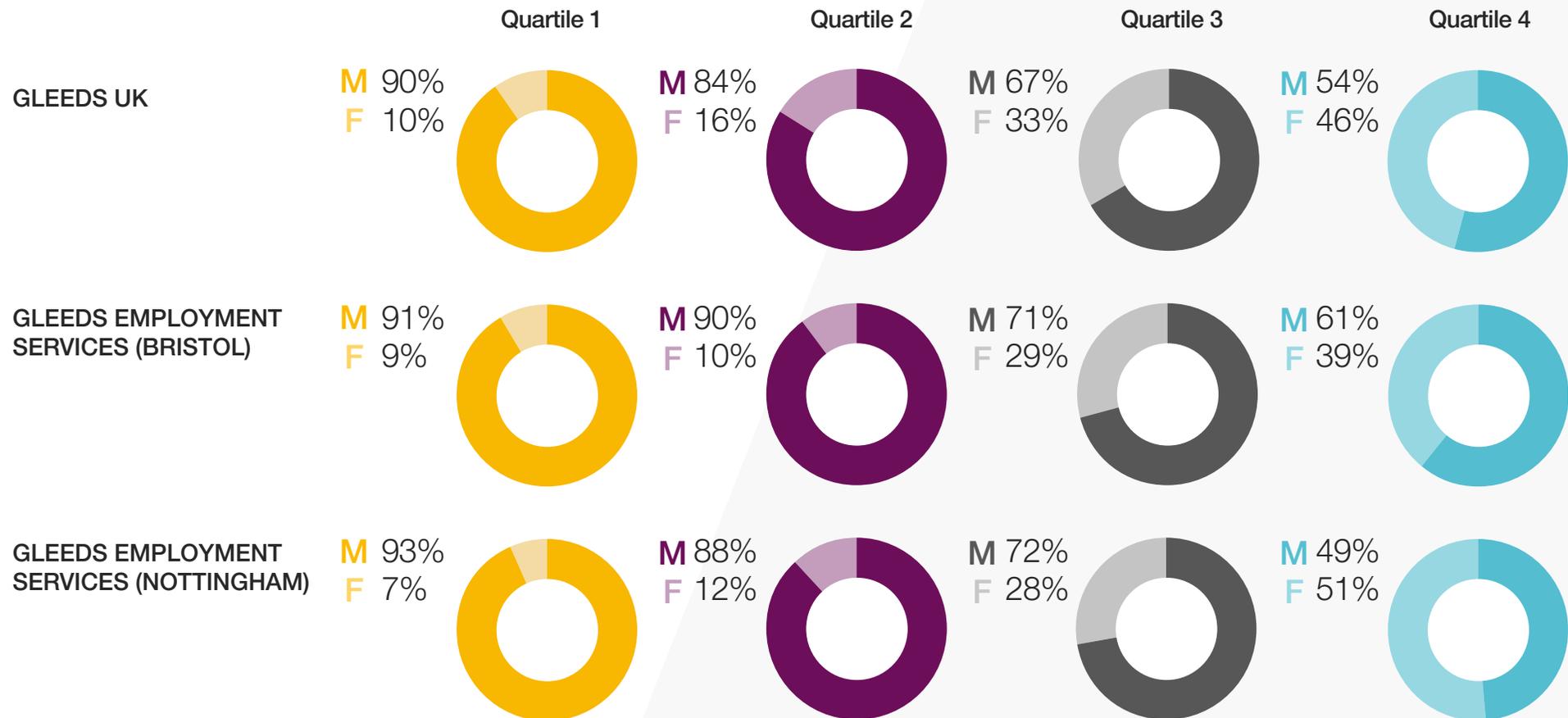
This table shows the mean and median bonus gap between men and women, presented relative to men's earnings. Our bonus gap is driven by the fact more men occupy senior positions, which in turn attract higher bonuses.

	Gleeds UK	Gleeds Employment Services (Bristol)	Gleeds Employment Services (Nottingham)
Mean gender bonus gap	70.2% lower	77.9% lower	49.6% lower
Median gender bonus gap	69.3% lower	83.4% lower	66.7% lower
Proportion receiving bonuses			
Men	27.9%	26.7%	22.9%
Women	18.9%	23.3%	12.2%

Gleeds figures 2018

PAY QUANTILES

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Building for the future: Our journey

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. Our Gleeds Gender Pay Gap Action Plan paves the way for better representation of genders at all levels of our business, and our steps forward to date include...

... CONTINUING TO SUPPORT WOMEN IN GLEEDS				
<p>Flexible working: We have further enhanced this approach, with the launch of our Ways of Working policy, enabling employees to work flexibly across location and hours, which helps our colleagues with caring commitments and other personal responsibilities in particular.</p>	<p>Steering groups: Comprising a cross-section of individuals across the business, our Diversity & Inclusion steering group and dedicated network, our Working Parents network, and women's network, Our Female Force, are constantly identifying new opportunities to challenge issues of equality.</p>	<p>Promotions and Pay Review: UK senior decision-maker panel ensures a representative proportion of women at Gleeds receive promotion and salary increases compared to men.</p>	<p>Business development mentoring programme: We run a programme which matches senior executives with rising talent from across the business, specifically with the aim of increasing business development.</p>	<p>Building employee awareness: We continue to develop our internal inclusion and diversity awareness programmes, Training for all staff on unconscious bias was made available, with an additional focus on those responsible for recruitment decisions and leading teams.</p>
... PROFILING THE CONSTRUCTION INDUSTRY TO WOMEN				
<p>Maternity, paternity & adoption benefits: We have improved our offering, enhancing levels of maternity, paternity and adoption pay.</p>	<p>Improving representation at industry events: Identifying participation opportunities for female speakers at panels and networking events.</p>	<p>Supporting industry-wide campaigns: Led by professional institutions and industry bodies, we have supported colleagues to take leading roles in the Women in Property network and Women in Construction events.</p>		
...CLOSER MEASURING & MONITORING OF THE GENDER AND DIVERSITY DATA				
<p>Clear attraction and selection strategies: All job adverts contain gender neutral language and selection is now focused on including at least one female candidate on every shortlist.</p>	<p>Recruitment processes: Structured interview processes including task based assessments are being developed along with line manager training for interview management.</p>	<p>Upgrades to data management system: Continuously improving tools to monitor and manage our ability to segment and monitor employee data, we have improved data collation on both current employees and new recruits. In-depth analysis helps us understand our current position and create long term change opportunities.</p>		

Building for the future: Our commitment

Gleeds is 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 commits to:



Reducing the mean gender pay gap to **20%** by release of 2023 figures.



Ensuring a **100%** blind CVs review process.



Achieving a **50%** female intake to our graduate recruitment programme from non-cognate university courses from 2021 onwards.



Continuing to actively support **female returners** to work after taking a career break with flexible ways of working and support.



Building on our Business Development **Mentoring Programme** in 2021, increasing mentor / mentee opportunities for women at all levels.