

# Gender Pay Gap Report



2021





Louise Ellis  
Chief People Officer

## We want to make Gleeds the best place to work in the industry; a place where people want to be.

Our vision is to build a fair, inclusive and respectful working environment that supports everyone to achieve their potential, whilst recognising everyone's needs and personal motivations are different.

To support our journey in 2022 we are proud to launch our Fairness, Inclusion and Respect Strategy where Fairness reflects how we perceive the workplace, Inclusion reflects how we feel within the workplace in providing an inclusive environment for all, and Respect which reflects how we treat each other in the workplace.

Our aim is to continue improving how we attract, develop and retain diverse talent within our business whilst recognising that our journey to achieving gender balance remains at the heart of everything we are working on.

In 2021 we achieved the Gold accreditation with Investors in People and in striving to continuously improve, we were encouraged to hear that 75% (4.8% increase from 2020) of our colleagues either Agreed or Strongly Agreed that Gleeds values their contribution, regardless of gender.

We were equally encouraged to hear that 74% (2.9% higher than 2020) of employees believed their contributions were valued regardless of sexuality and 77% (4.8% higher than 2020) regardless of race or ethnicity.

Whilst these results demonstrate positive progress, we remain fully committed to continue working towards creating environments where all colleagues feel fairly treated and valued, we acknowledge that we still have a lot of work to do. We are committed to the journey we are on, for no other reason that it is simply the right thing to do!

In the historically male-dominated construction sector, we are continuously working hard to demonstrate that Gleeds, is welcoming and inclusive to all genders.

To support us in this, we are partnered with Women in Construction, Women in Property as well as Clear Assured where we have started our journey towards achieving an external D&I accreditation which demonstrates where and how we make continuous improvements.

In 2021 we also conducted an equal pay audit and we continue to review and improve where disparity has been identified.

With the introduction of our 'Ways of Working' policy we continue to support all our colleagues who have commitments outside work to achieve the right balance between how, when and where they spend their working hours.

N.B. This report shows a binary comparison between male and female rates of pay due to the nature of the data available. We acknowledge this is not reflective of all genders in the workplace and we will continue to invest in making all processes, procedures and reporting as inclusive as possible.

# What is the gender pay gap?

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

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

Encouraging an increasingly diverse balance at entry level to the industry for both gender and ethnicity is a key driver of gradual change.



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. In previous years we have been required to publish data for Gleeds Employment Services (Bristol) and Gleeds Employment Services (Nottingham) due to the number of employees in these entities.

For the 2021 Gender Pay gap report, we have taken the decision to publish figures for the collective group of Gleeds UK entities which provides a full picture of our national position.

# Understanding our teams

Gleeds is a leading global property and construction consultancy. Independent since 1885, we are proud to deliver award-winning projects around the world.

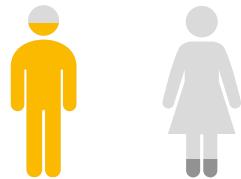
In the UK at 5th April 2021 we employed 836 employees across a total of 21 offices.

At Gleeds we have 11 grades within our structure, from Apprentices and Graduates at Grade 11 and 10 through to our Senior Directors at grade three and above.

The graphic below shows the make up of structure within the UK.

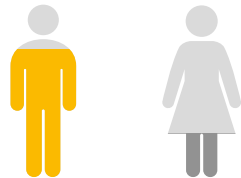
## Director

Male	89%
Female	11%



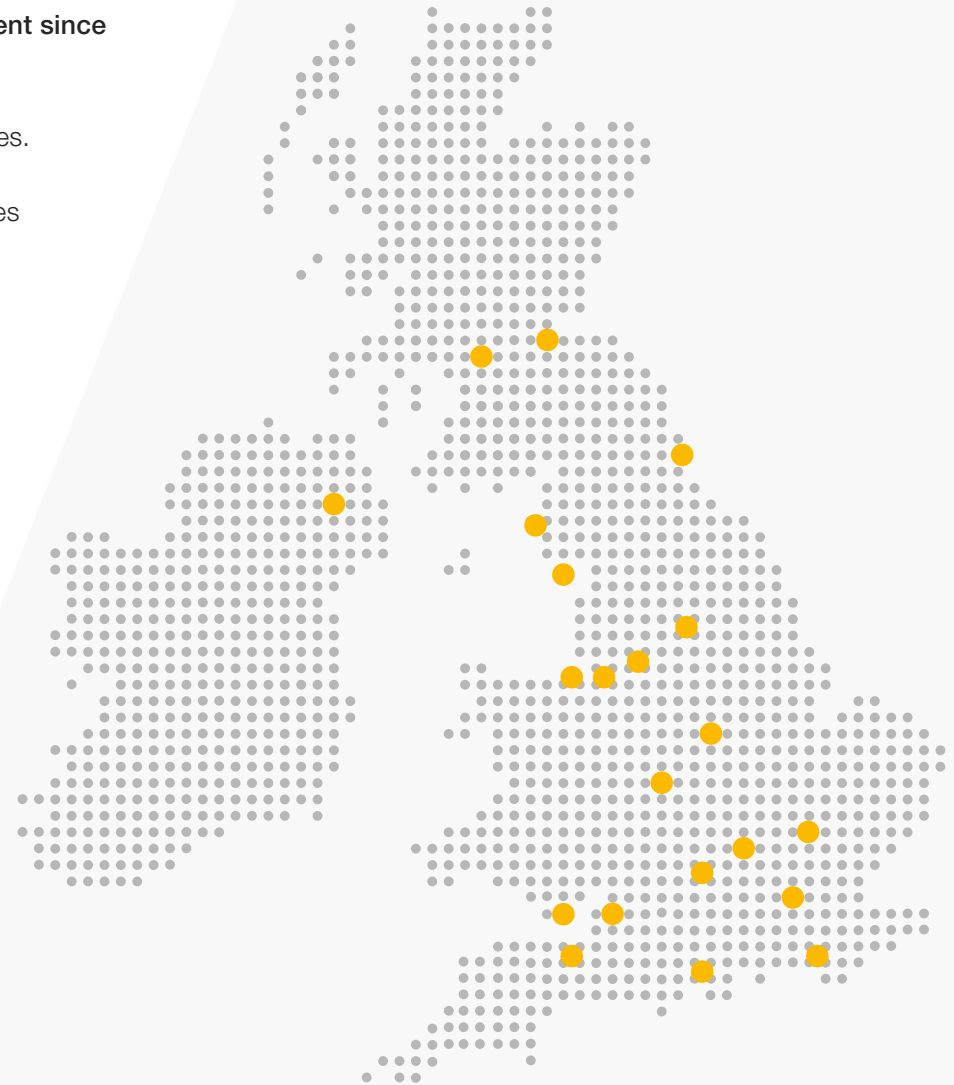
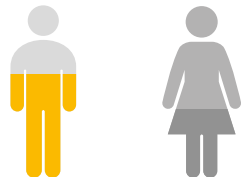
## Qualified

Male	74%
Female	26%



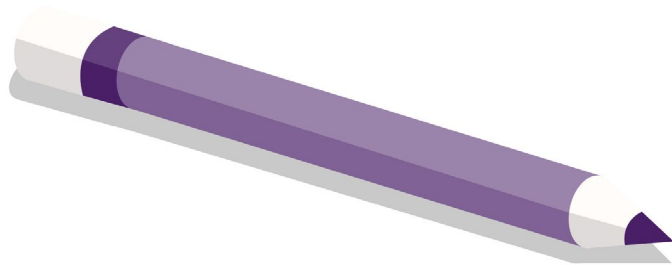
## Non Qualified

Male	60%
Female	40%



# Explaining the gap

- The analysis of our gender pay gap tells us that females are paid 30.5% lower than males across the business as of 5th April 2021.
- As of April 2021 females made up 27% of the Gleeds employees, however only 10.71% females were in Director roles attracting higher levels of remuneration.
- While we recognise the need to ensure we have robust career pathways in place to support female progression in the business, it is also known that to continue to increase the number of females in senior positions in a timely manner we will need to recruit externally into senior positions.
- Our employees at Gleeds can be categorised into technical and non-technical, with non-technical employees being in support roles, generally on lower salaries, with a larger proportion of females being in the non-technical roles.
- We maintain our focus on increasing the number of females into senior positions. Our decision in 2020 and 2021 to commit to bringing in a 50/50 split of males/females onto our apprenticeship and graduate schemes means that in the short term we will increase the females on the lower quartiles and this could be seen as hindering the positive work we continue to do on closing the gap. Longer term we hope to see these female apprentices and graduates progress through the business into senior positions at Gleeds.
- In reviewing the number of males and females between quartiles we are pleased to note that since starting to report on the Gender Pay Gap in 2017 we are steadily reducing the percentage of females in quartile four whilst steadily increasing the percentage of females in quartiles three, two and one.
- Over the last couple of years Gleeds has moved away from awarding adhoc bonuses, which can be seen to be biased and unfair. For 2021 this meant that the only bonus scheme in place was the Directors Profit Share Scheme. Due to the lower number of females in senior positions currently this has resulted in a lower proportion of females receiving bonus payments.

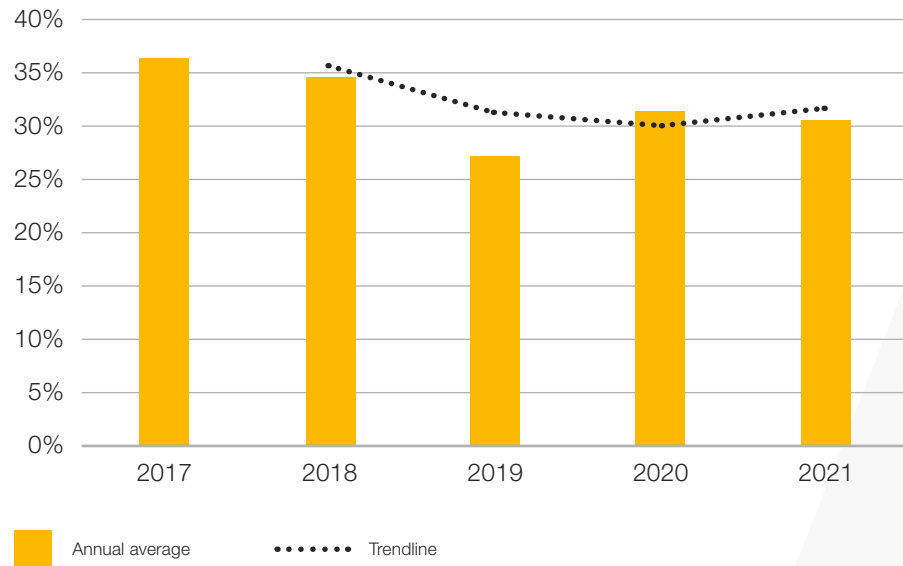


# Gleeds Gender Pay Gap

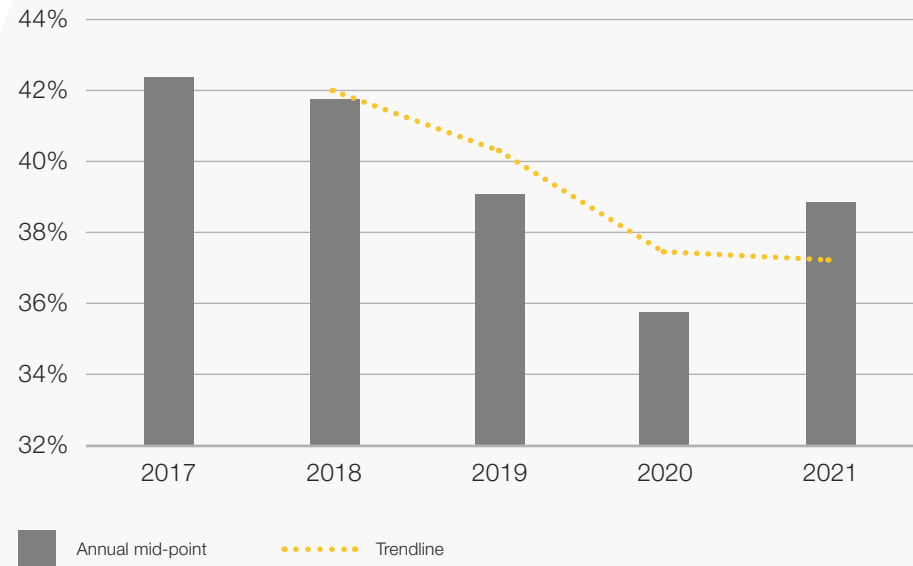
This table shows the mean and median pay gap between men and women, based on hourly rates of pay and presented relative to men's earnings, for payments made in the year to 5th April 2021. The median gender pay differs from the mean as it shows the mid-point of data, rather than the average.

	2021	2020	2019	2018	2017
Head Count	836	782	864	866	855
Mean gender pay gap	30.5% lower	31.7% lower	27.4% lower	34.8% lower	36.7% lower
Median gender pay gap	38.8% lower	35.8% lower	39.0% lower	41.8% lower	42.4% lower

Mean Gender Pay Gap



Median Gender Pay Gap



# Gleeds Gender Bonus Gap

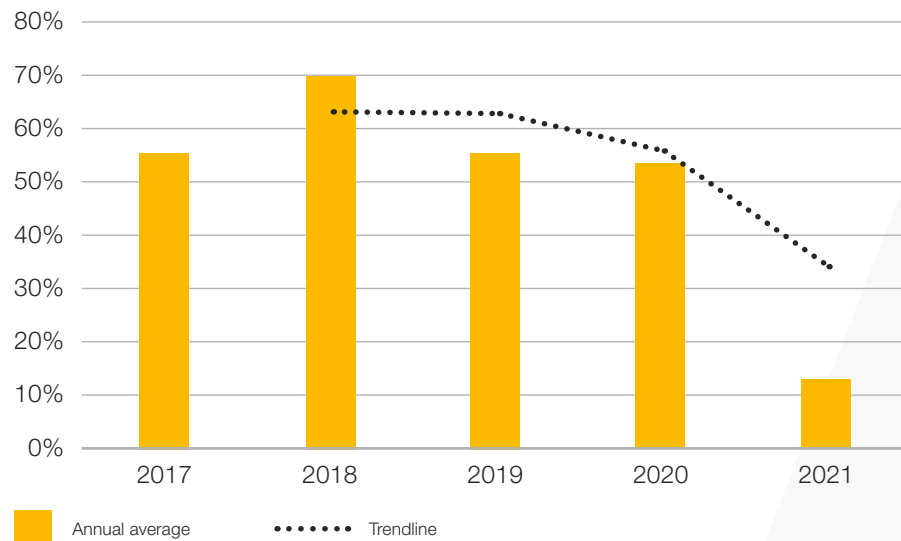
This table shows the mean and median bonus gap between men and women, presented relative to men's earnings. Our bonus gap is driven by the fact that more men occupy senior positions. Gleeds only operates a Directors Profit Share Scheme.

	2021	2020	2019	2018	2017
Head Count	836	782	864	866	855
Mean gender bonus gap	13.8% lower	54.3% lower	56.3% lower	70.2% lower	56.6% lower
Median gender bonus gap	46.8% lower	74.2% lower	75.0% lower	69.3% lower	58.3% lower

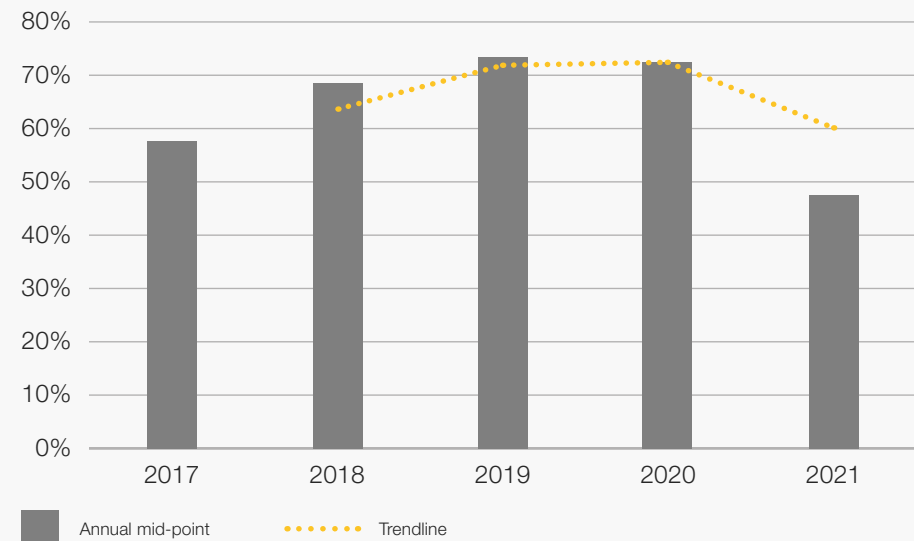
## Proportion receiving bonuses

Male	12.4%	15.2%	27.3%	27.9%	33.4%
Female	6.6%	12.1%	18.6%	18.9%	19.9%

Mean Gender Bonus Gap



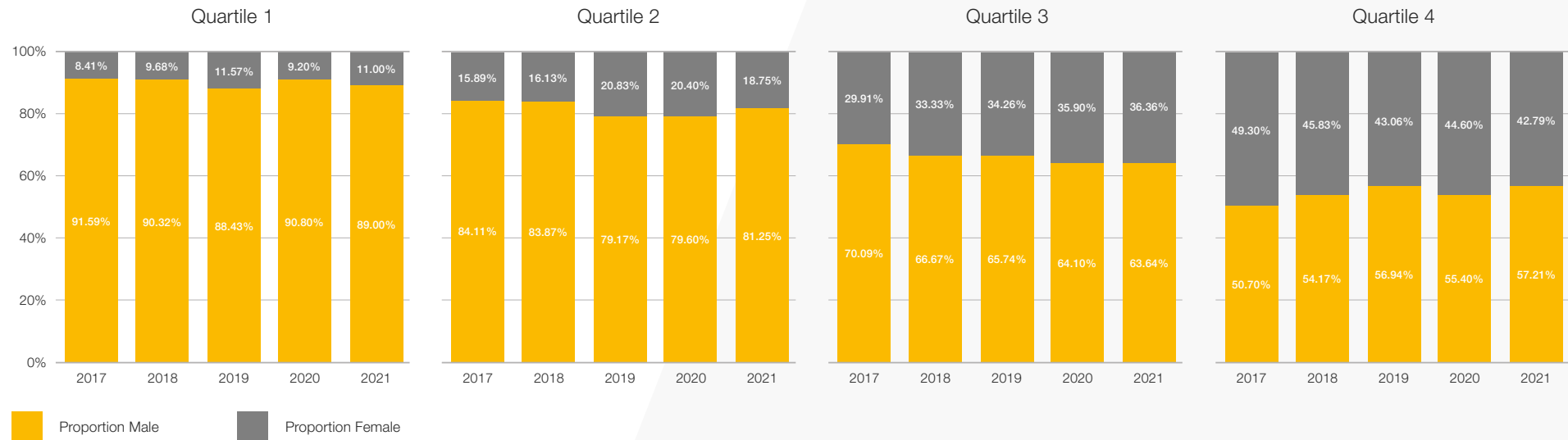
Median Gender Bonus Gap



# Pay Quartiles

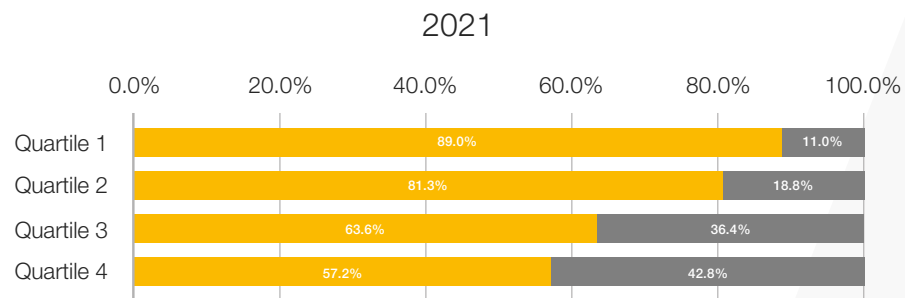
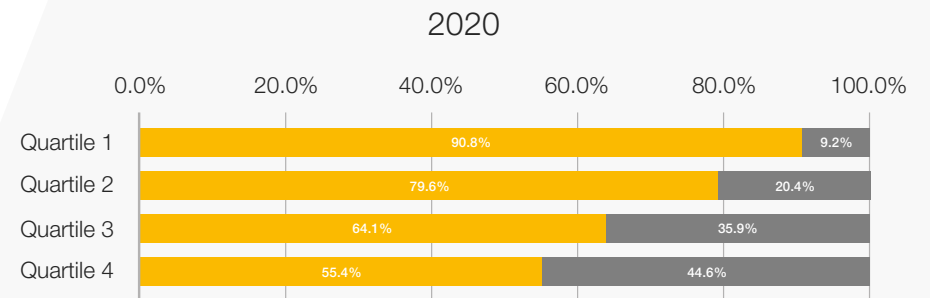
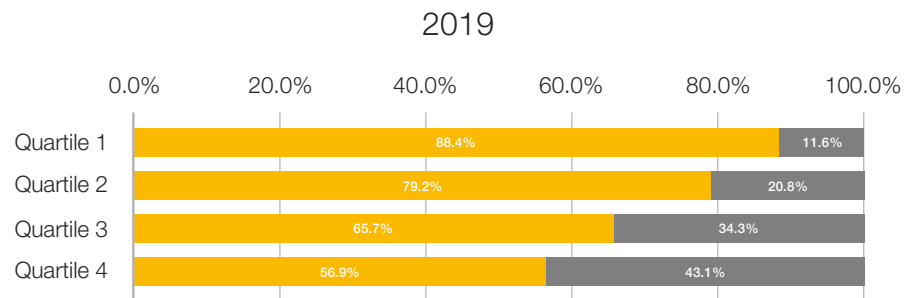
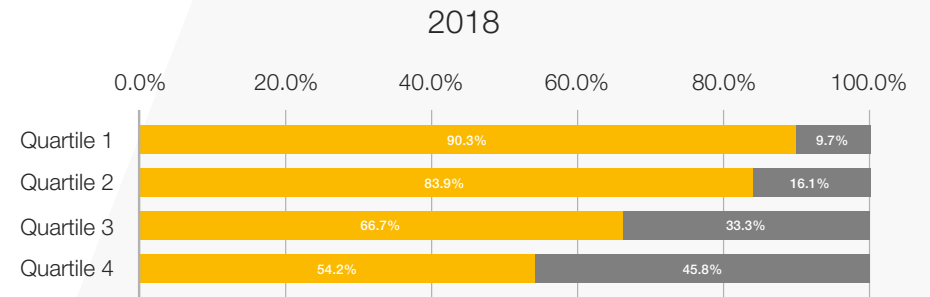
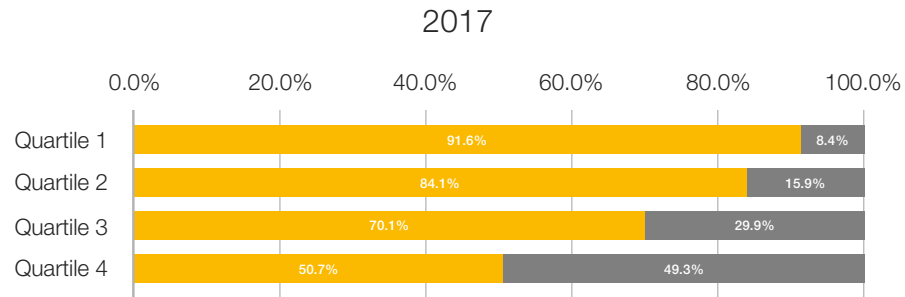
Pay quartiles are a way of showing the distribution of pay amongst men and women across four remuneration bands. The first quartile reflects the highest 25% of earners, whilst quartile four reflects the lowest 25% of earners.

Year	Quartile 1		Quartile 2		Quartile 3		Quartile 4	
	Male	Female	Male	Female	Male	Female	Male	Female
2021	89%	11%	81.3%	18.8%	63.6%	36.4%	57.2%	42.8%
2020	90.8%	9.2%	79.6%	20.4%	64.1%	35.9%	55.4%	44.6%
2019	88.4%	11.6%	79.2%	20.8%	65.7%	34.3%	56.9%	43.1%
2018	90.3%	9.7%	83.9%	16.1%	66.7%	33.33%	54.2%	45.8%
2017	91.6%	8.4%	84.1%	15.9%	70.1%	29.9%	50.7%	49.3%





# Quartiles by year



Proportion Male
  Proportion Female

# Building for the future: Our commitment

**Gleeds is committed to creating an equal and agile 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.
- We continue to work hard to narrow, and eventually eliminate the gender pay gap through a series of focused action plans and initiatives.

We hope that by embedding good practice through our Fairness, Inclusion and Respect strategy we will continue to make good progress along with supporting employees with global opportunities talent succession, the set up of allies networks and the launch of the Gleeds Leadership framework.



gleeds