



Kate Williams
UK People Director, Gleeds

Introduction from Kate Williams

As we move forward on our path of building an inclusive and diverse workplace, I am proud to share our progress in addressing the gender pay gap, and this year we will be looking back on the steps we have taken since we first started reporting in 2017 to reach the place that we are now. This journey has been marked by significant milestones, underpinned by our commitment to Fairness, Inclusion and Respect, and I firmly believe that fostering a culture of diversity and inclusion not only makes us a better workplace, but also a stronger, more innovative organisation.

This report focuses on the gender pay gap that exists amongst Gleeds UK staff. Since our 2022 report, I am pleased to confirm that our mean gender pay gap has decreased by 0.5%, and our median gender pay gap has also reduced by 2.8%. These might seem like small margins, however, change of this nature takes time. The reality of the gender pay gap is this - if there are more men than women in higher-earning roles, the gender pay gap will still exist.

In July 2023, the Royal Institute of Chartered Surveyors (RICS) published their “Women in surveying: insight report”, analysing their membership data through time. RICS was founded in London in 1868. At that time, the institution had 49 members, none of whom were women. The first female member of the RICS joined in 1922. The RICS’ records show that representation of women has gradually increased over time, reaching 5% by 1990. By 2022, in the UK and Ireland, the representation of female members of the RICS was at 17%.

These statistics demonstrate the challenge that Gleeds, and our wider industry, faces in reducing the gender pay gap. We have some serious unpicking of historic ways of working to do, as well as going back to school and inspiring a future generation of new surveyors, project managers and cost consultants amongst other roles.

In our pursuit to eradicate our gender pay gap, we have been proactive, and we have taken measures to enhance the diversity of our employee population. We will explore this further on in the report, but our dedication to creating an inclusive workplace has not gone unnoticed. In 2023, we were honoured to be recognised by Great Place to Work as a “UK’s Best Workplace for Women”. This achievement speaks volumes about our commitment and dedication to gender equality.

Furthermore, our journey does not end here. We understand that meaningful change requires continuous efforts and the involvement of everyone at Gleeds. We will continue to seek feedback and support from our people in making progress; through our engagement surveys, focus groups and our Allies for Inclusion networks. **Their voices, experiences, and perspectives are invaluable in shaping our future initiatives and enhancing life at Gleeds.**

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



Anthony Cork
UK Managing Director, Gleeds

Supporting statement from Anthony Cork

As the Managing Director of our UK operations, I am genuinely passionate about creating an inclusive workplace where everyone feels free to be themselves, bring their whole selves to work and there are no barriers to progression. For me, diversity and inclusion are not just corporate ideals; they are fundamental values that define our culture.

The steps taken to reduce the gender pay gap represent our commitment to fostering an environment where everyone is treated fairly and with respect, whilst ensuring that everyone has equal opportunities for personal and professional growth. A diverse and inclusive workforce not only drives creativity and innovation but also empowers us to excel and remain competitive in our market.

Reducing the gender pay gap is an integral part of our commitment to be a forward-thinking and people focused

employer, and it is a reflection of our core values. I am proud of the progress that has been made to date, the practical actions we have taken, and I wholeheartedly endorse our continued efforts to create an even more inclusive workplace. I have no doubt that we can achieve this through working together.

A handwritten signature in black ink, appearing to read 'A. Cork', written in a cursive style.

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 measure of the difference between the average earnings for men and women, 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.

This is not the same as equal pay, which seeks to understand the difference in earnings between men and women in the same role, at the same level.

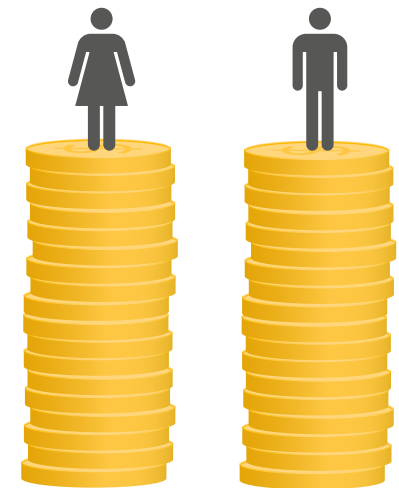
At Gleeds, we regularly monitor pay between men and women in similar roles, in line with the Advisory, Conciliation and Arbitration Service (ACAS) and Equality and Human Rights Commission (EHRC) guidance. We are confident that men and women at Gleeds are paid equally for the same or similar work across the business.

How are we reporting?

Since April 2018, all organisations with over 250 employees are required to publish an annual public report on their gender pay gap. There are a number of entities within the Gleeds group and, from 2022, we publish 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 was captured on 5th April 2023.



Analysing our gender split

At Gleeds our 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).

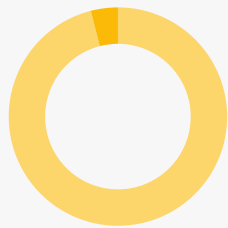
From 2022, we have split these grades into 4 categories to demonstrate the upward mobility rate of roles at Gleeds. By presenting our UK business in such a way, we can identify any disparities between the number of men and women in each level and further conceptualise the path to closing our gender pay gap.

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.

This is different to later in the report where we examine the pay quartiles, which is part of our statutory reporting requirements.



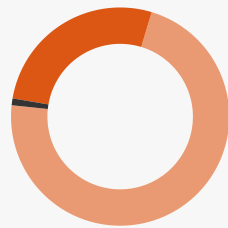
Senior Leaders



Increase of
6% ▲
from 2022

● 90% Men ● 10% Women ● 0% Prefer not to say

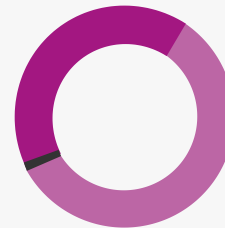
Future Leaders



Decrease of
2% ▼
from 2022

● 74% Men ● 25% Women ● 1% Prefer not to say

Newly Qualified



Decrease of
4.5% ▼
from 2022

● 59% Men ● 40% Women ● 0.5% Prefer not to say

Graduates and Apprentices



Increase of
1% ▲
from 2022

● 58% Men ● 42% Women ● 0% Prefer not to say

This year's pay gap

This data presents both the pay gap and bonus gap between men and women on 5th April 2023, 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. This is then compared to the average earnings of men in the year.

The median takes the middle point and shows a more equal spread of salaries because it is less skewed by high-earning outliers.

Gender Pay Gap

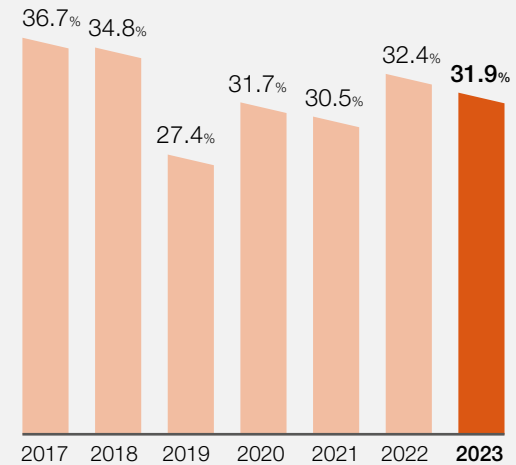
These percentages show the difference in average hourly rates of pay between all men and all women in our UK business, regardless of any differentials in role.

As explained earlier in this report, our gender pay gap can mostly be put down to a lower number of women, than men, in senior roles.

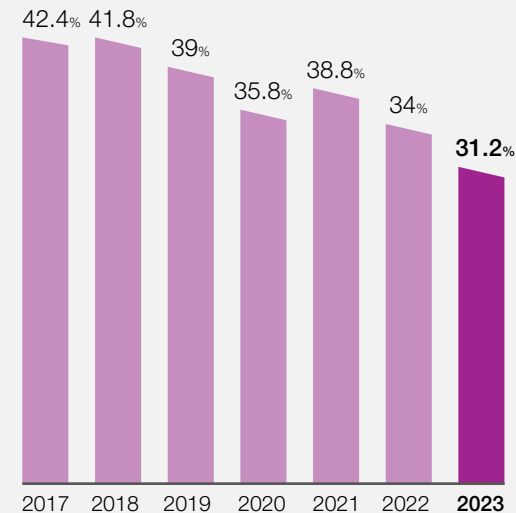
Analysis of our 2023 gender pay gap tells us that, on average women earned 31.9% less than men across the business this year, which is an improvement of 0.5% on our 2022 figures. Our median gender pay gap has also decreased by 2.8% to 31.2%, the lowest median pay gap since we started reporting.

The change in both figures is a positive reflection of the actions we have been taking to reduce the pay gap over time.

Mean gender pay gap



Median gender pay gap



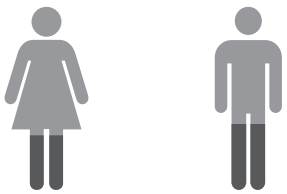
Bonus pay gap

Our bonus pay gap figures are based on bonuses paid in the 12 months prior to 5th April 2023.

These figures show the mean and median bonus gap between men and women in that period, as well as changes from 2018 up to this year. You can also find the proportion of men and women who received bonus payments in the 12-month period.

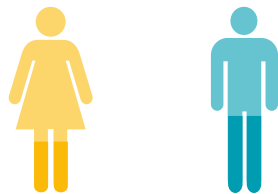
At Gleeds, we have moved away from awarding ad-hoc bonuses which can appear as biased and unfair. The main bonus scheme that we operate applies to individuals at Director grade and higher. Due to the lower number of women currently in senior positions, a lower proportion of women received bonus payments compared to men.

Proportion of Gleeds employees who received bonuses in 2022



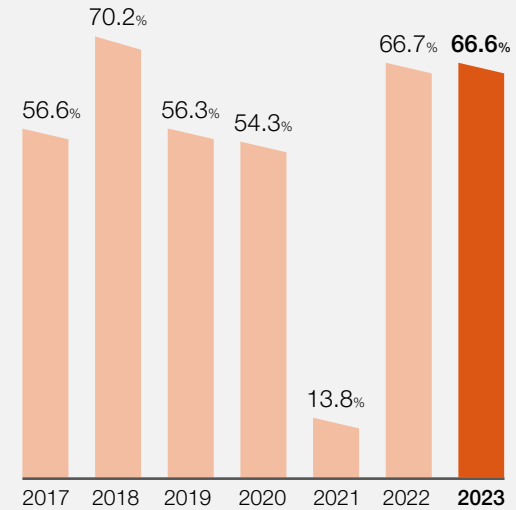
28.7% 34.9%

Proportion of Gleeds employees who received bonuses in 2023

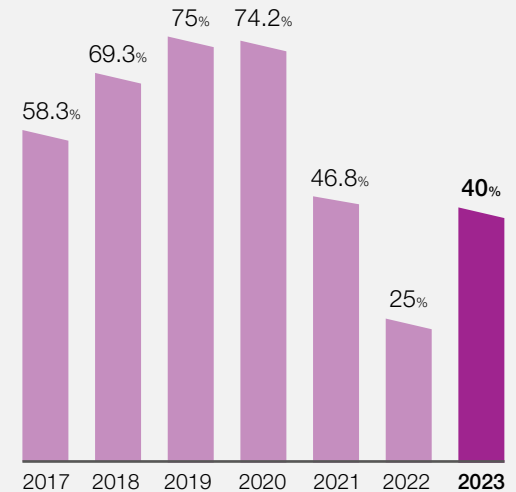


26.9% 38.9%

Mean bonus pay gap



Median bonus pay gap



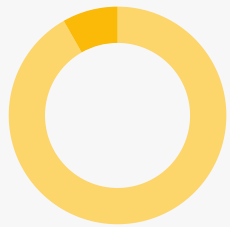
Pay quartiles



The following charts show the percentage of men and women at Gleeds within four equally sized pay quartiles. As set out earlier in this report, this is part of our statutory reporting requirements.

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.

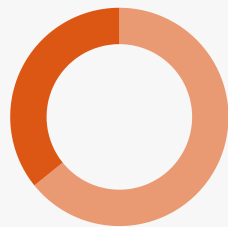
We have been tracking the changes across these quartiles since 2017 and are pleased to report that, since our 2022 report, we have continued to increase the proportion of women in quartiles 1 and 2. Quartiles 3 and 4 have not changed since last year.

Quartile 1 : Upper



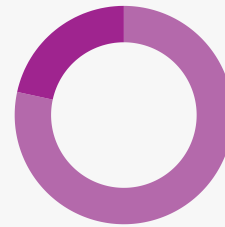
 13%  87%

Quartile 2 : Upper-middle



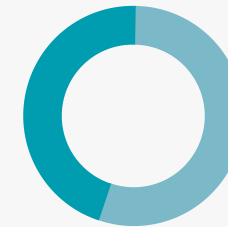
 24%  76%

Quartile 3 : Lower-middle



 36%  64%

Quartile 4 : Lower



 45%  55%

Progress since 2017: Closing the gap



Since our inaugural gender pay gap report in 2017, we have taken a series of targeted actions to reduce our gender pay gap and create a culture that champions gender parity at all levels of our business. This timeline outlines the key milestones and initiatives we have undertaken over recent years.

In 2017, we conducted our first comprehensive gender pay gap analysis to understand the extent of the disparity across Gleeds UK. This initial assessment provided crucial insights that served as the foundation for our subsequent actions.

2017

With the support of our newly formed People Team, we were able to take the following measures:

- **Review our flexible working arrangements** to better support people with primary care responsibilities, and those returning to work.
- **Update our systems and reporting through the introduction of dashboards** to better monitor employee data and help identify short and long-term change opportunities.
- **Improve our recruitment practices** – taking direct control over the advertising process, ensuring that vacancies reach a diverse population of candidates, securing balanced candidate shortlists.

2018

Progress since 2017: Closing the gap



We made great strides in 2019 with the creation of our **D&I Steering Group**; a cross-section of individuals across the business to drive inclusivity, with an initial focus being **female representation at Gleeds**. This year also saw:

- The introduction of our **'Core Hours' approach**, to support the work/life balance of our people.

- The launch of our **Business Development Mentoring Programme** – matching senior executives with rising talent across the business, increasing mentee/mentor opportunities for women at all levels.

- **Unconscious bias training** was made available for all colleagues via the Gleeds Academy (our learning management system), with a focus on those responsible for recruitment decisions and leading teams.

2019

Although a challenging year for our business, given the wider context of the Covid-19 pandemic, we continued to make progress in a number of areas:

- We launched our new **Ways of Working Policy**, enabling colleagues to work flexibly across locations, creating more opportunities for home working.

- Our inaugural employee groups came together, including a **Working Parents Network** and **Our Female Force**, to identify opportunities to challenge issues of inequality.

- We **improved representation on different networks**, for example **Women in Property and Women in Construction**, enabling our people to take part in events and share ideas on how we can continue to make progress in our industry.

- We **joined Black Professionals in Construction** to champion the importance of diversity within the industry, whilst also empowering and educating individuals along the way.

- We reviewed our job adverts to ensure they contain **gender neutral language**, and the hiring process was updated to include at least one female candidate on every shortlist.

2020

Progress since 2017: Closing the gap



This was a year when we took time to regroup, look back at the actions we had taken, and form a clear plan for the future.

Following this work, at the beginning of 2022 we were able to launch our Fairness, Inclusion and Respect (FIR) strategy and our FIR vision “To build a fair, inclusive and respectful workplace that supports everyone to achieve their potential.”

The inaugural D&I Steering Group went international, becoming the FIR Global Council, and every region in the Gleeds group was invited to form their approach to FIR and implement an action plan with a set of initiatives to achieve the business’ goals.

In 2021, Gleeds UK also moved away from awarding ad-hoc bonuses, which can be seen as biased and unfair, and we **enhanced our maternity, paternity and adoption leave pay.**

2021

Following the successful launch of our FIR strategy, **we introduced our Allies for Inclusion groups to actively promote, advance and embed our culture of inclusion. The groups serve as an informal community for our people to speak to likeminded individuals and allies, to act as a confidential and safe first point of call for anyone with questions or need of assistance. The Allies groups also canvas opinions from within their group and community and feed them into the UK FIR Working Group.**

There are six Ally Groups at Gleeds, open to anyone within our global business, which are:

- Allies of Gender
- Allies of Carers
- Allies of Diverse-ability
- Allies of LGBTQIA+
- Allies of Race
- Allies of Armed Forces

Another success for Gleeds in 2022 was the achievement of Bronze status with the Clear Company – a global Inclusion Standard which enables us to assess our progress against their framework and take meaningful action in this space.

2022

Progress since 2017: Closing the gap



During 2022, we also

• **Launched our Menopause Policy** and associated guidance for employees and line managers, to demonstrate our commitment to supporting anyone impacted (directly or indirectly) by the menopause.

• **Implemented our Recruitment Dashboards** to map the diversity of applicants.

• **Introduced our Career Conversations approach**, supporting our people in discussing their career ambitions with their line manager, with the aim of ensuring everyone at Gleeds has clear opportunities and a plan for progression.

• **Shone a spotlight on our early careers recruitment and development programmes**, enhancing our existing graduate programme content and hiring a new recruitment partner specifically for entry-level roles, with the objective to improve the diversity of candidates and new hires.

2022

This brings us up to date in examining our priorities for 2023, and we achieved:

• **Rolling out FIR for Hiring Managers training** – supporting individuals in our business responsible for recruitment with the right skills to ensure they are effective in inclusive hiring.

• We reinvigorated our **People Manager Development Programme** (specific training for line managers in our business) with 43% female representation on this course, demonstrating our commitment to ensure that development opportunities are available to everyone at Gleeds.

• Increasing our communication of D&I topics through personal stories and experiences shared by people across our business, as well as hosting more in-house events to celebrate the diversity of our people. During Black History Month, **we embraced 2023's theme – “Celebrating our Sisters”, with Gleeds presenting an all-female panel to explore their experiences in our industry.** We also celebrated **Pride and Disability Pride Month** through communication campaigns intended to build awareness, share colleague stories, and encourage people to approach our allies networks to find out more.

2023

Progress since 2017: Closing the gap

• **Holding focus groups across our Allies for Inclusion networks**, asking for their feedback on our priorities as a business, and obtaining their support in creating tailored action plans.

• We enhanced our focus on wellbeing and building resilience through the **introduction of our Four Pillars of Wellbeing approach**, dedicating a quarter of the year to a different area of wellness, for example financial wellbeing, mental health, physical health, and social wellbeing. We shared webinars, thought pieces and training sessions with our colleagues.

2023



We remain dedicated to fostering a culture of equality, inclusion, and opportunity for all. As we look to the future, we will continue to assess and adapt our strategies to create a workplace where everyone can thrive.

Our commitments for 2024

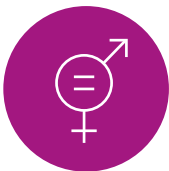
The following initiatives will be implemented in 2024 to further reduce the gender pay gap:



Retention

Flexible working review: We will conduct a comprehensive review of our flexible working policies and practices. This includes profiling flexible working options and ensuring that all colleagues, regardless of gender, are aware of and have access to these arrangements. We will enlist the support of our Allies of Inclusion networks to promote these options and ensure their effective implementation.

Family leave: We will review and enhance our family leave policies and processes to provide better guidance and support for employees and line managers. Our goal is to create a more structured and inclusive environment for those taking, and then returning from, family leave.



Early Careers

Outreach: We will focus on improving our outreach to schools and increasing the number of work experience places available, aiming to attract a more diverse talent pool into our business. Our goal is to create a robust pipeline for the future, and we aspire to achieve a 50/50 gender split in early career opportunities.

Diversifying graduate recruitment: We are working towards a minimum of 40% female intake on our graduate programme, promoting gender balance from the outset of careers at Gleeds.



Development

FIR training for all: To foster a culture of diversity and inclusion, we will review our catalogue of D&I training options and ensure these are communicated to everyone at Gleeds. This initiative will equip our people with the knowledge and skills to create an inclusive environment for everyone.

Goal setting and career conversations: We will review our existing goal setting and career conversation approaches, ensuring they are embedded in our organisational culture and are utilised by all colleagues, creating equal opportunities for growth and development.



Attraction

Gender-blind recruitment: By the end of 2024, we will implement 100% blind CVs in our recruitment process. This approach ensures that candidates are evaluated solely on their qualifications, skills, and experience.

Improved representation: We will strive to improve the gender and ethnicity balance in shortlisting for roles, promoting diversity and equal opportunity at all levels of our organisation.

Concluding remarks

In 2024, we are more determined than ever to address our gender pay gap and create a workplace that is fair, inclusive, and representative of the diverse talent that makes our organisation exceptional. We recognise that decreasing the gender pay gap requires long-term commitment and that our actions will take time to have an impact on the figures we report. We are committed to stretching our ambitions for gender parity and our ongoing commitments to our people through our Fairness, Inclusion and Respect agenda which will support this.

We are confident in the steps we are taking and in the monitoring we have in place to track the effectiveness of these interventions.

I confirm that the information and data provided in this report is accurate and in line with mandatory requirements.



Kate Williams
UK People Director, Gleeds

