

gleeds

Fairness, Inclusion and Respect

2026 report

Creating a world of
opportunity together.



Contents

- 1** Executive summary
- 2** Our approach to Fairness, Inclusion and Respect
- 3** Governance, ethics and accountability
- 4** Culture, belonging and employee voice
- 5** Workforce profile and representation
- 6** Inclusive talent lifecycle
- 7** Inclusion in practice (case studies)
- 8** Wellbeing, flexibility and inclusive benefits
- 9** Industry leadership and external impact
- 10** Looking ahead: priorities and targets
- 11** Conclusion
- 12** Appendix: data notes and definitions



1. Executive summary

At Gleeds, we're committed to creating a world of opportunity for all our people and a workplace where every colleague is treated fairly, feels included and experiences respect - every day, in every location.

Our Fairness, Inclusion and Respect (FIR) strategy sets out how we build an environment where people feel seen, heard, safe, supported and valued. This matters for our people and our clients: diverse teams improve decision-making, strengthen delivery and help us build a sustainable business for the long term.

This report summarises our progress over the last five years, where we stand today and the actions we will take next. We have made meaningful progress - including launching FIR governance forums, growing colleague-led inclusion networks, strengthening flexible working and family policies, and expanding development programmes. We are also clear about where we need to do more, particularly in improving gender balance at senior levels, increasing transparency and confidence in progression decisions, and ensuring experiences are consistently positive across regions and teams.

Our primary investment focus for 2025–2027 is improving gender equity across Gleeds and in the built environment. This remains a significant industry challenge in many of the markets we operate in. Women continue to be under-represented in construction and consultancy roles globally, particularly at senior levels. Improving attraction, retention, development and progression is both a fairness issue and a business priority. By broadening access to opportunity and supporting women to build long-term careers with Gleeds, we can strengthen representation, bring more balanced perspectives to decision-making and help address the long-term skills challenge facing our industry.

FIR in three words



is how we
perceive the
workplace.



is how we feel
within it.



is how we treat
each other -
especially when
it's difficult.



Louise Ellis
Chief People Officer

2. Our approach to Fairness, Inclusion and Respect

FIR is not a standalone programme. It is a lens we apply to leadership, decision-making and the employee experience, from recruitment and development to how we collaborate on projects, manage performance and respond when things go wrong.

FIR underpins our wider ESG strategy, particularly the 'People' dimension, helping us attract and retain talent, strengthen engagement and performance, reduce people-risk and reinforce the trust clients place in us. This is reflected across our approach to:

People – inspiring our people and communities

Project – supporting our clients' sustainability goals

Planet – making a meaningful difference locally and globally

A fair, inclusive and respectful culture strengthens both how we perform and how we are perceived - enhancing our ability to deliver for clients, attract talent and build a sustainable business.

Our values provide the behavioural foundation for FIR, ensuring that fairness, inclusion and respect are consistently applied in how we lead, collaborate and deliver.



A global standard, delivered locally

Gleeds operates across multiple countries, cultures and legal frameworks, so our Fairness, Inclusion and Respect approach combines a shared global standard with local delivery. Some initiatives are led through larger country businesses, particularly where colleague populations are bigger, data is more mature or legal reporting requirements are more developed. In this report, UK examples are often used to illustrate activity already in place at scale, while our global FIR governance focuses on ensuring that principles, expectations and progress are embedded consistently across all regions in ways that are locally relevant and legally appropriate.

“

We want every person at Gleeds to feel they belong here and to have fair access to opportunity and progression - measured by what people experience day to day.”

Louise Ellis
Chief People Officer

3. Governance, ethics and accountability

We hold ourselves accountable through clear governance, robust policies and regular measurement. At a global level, the FIR Council meets quarterly to share insights, progress and challenges, with representation from the UK, Europe, the Americas, the Middle East and Africa (MEA), and Asia.

Our FIR Steering Group brings together Allies for inclusion representatives, senior leaders and the People Team to oversee delivery against a clear action plan.

- **Quarterly governance forums** with agreed actions and owners
- **Quarterly listening groups** chaired by senior leaders to gather feedback on key issues
- **Training and tools** for colleagues, line managers and hiring managers to embed FIR in everyday decisions
- **Management information** dashboards to track representation, progression and retention.

Our culture and conduct charter sets a zero-tolerance expectation for sexual harassment, bullying, harassment and victimisation, supported by confidential reporting channels, protection from retaliation, mandatory training, proactive prevention, emotional support and prompt, fair investigations.

Our Code of Integrity and Business Ethics outlines how we act honestly, respect everyone, make workplace safety a priority, support open and fair competition and protect property and information.

We benchmark progress against the Clear Assured Accreditation Inclusion Standard, achieving Bronze in 2022 and working towards Silver.



4. Culture, belonging and employee voice

Creating belonging requires both culture-building and consistent day-to-day experiences. We use colleague feedback - through employee engagement surveys, listening groups and network insight - to understand what is working and where change is needed.

“

The sense of community and wellbeing is unlike any work place environment I have experienced before”

Anonymous feedback from our 2026 UK survey

Great Place to Work® (UK)

In 2026, Gleeds UK was re-certified as a Great Place to Work® for the fourth consecutive year. Feedback reflected a strong culture of inclusion, support and development.

2026 survey highlights (UK)

97%

agree that “People are treated fairly regardless of sexual identity.”

94%

agree that Gleeds “Respects and appreciates employees, regardless of disability.”

96%

agree that “People are treated fairly regardless of race, background, identity or beliefs.”

94%

agree that “People are treated fairly regardless of gender.”

Our strongest results sit alongside themes where colleagues want more progress. In 2026, the lowest-scoring themes included equity (reward fairness), collaboration (involvement in decisions) and impartiality (confidence there is no favouritism in hiring and promotions).

What we are doing in response

- **Rewards and benefits:** structured review of the benefits package, with clearer communication on changes and eligibility
- **Pay and progression transparency:** clearer guidance on pay structures, the pay review cycle and what ‘good’ looks like for progression at each level
- **Involvement in decisions:** strengthening two-way communication and consultation on changes that affect colleagues’ day-to-day work
- **Impartiality and fairness:** consistent capability-building or managers to support fair allocation of opportunities and promotion decisions.

Gleeds UK, India and Peru businesses have been certified a Great Place to Work® by the global authority on workplace culture.



Doing the right job, at the right time, with the right people, in the right culture – this gives all of us the right result.”

Arun Kumar H

Senior Cost Manager, Bangalore, India



**Living our values:
embedding FIR in everyday behaviour**

At Gleeds, our values define how we work together, how we make decisions and how we deliver for our clients. They are central to creating a culture where fairness, inclusion and respect are experienced consistently across every team and location.

Launched as part of our employee value proposition, A world of opportunity, our values provide a clear behavioural framework that supports both individual performance and collective success.

Our values

Professionalism with personality

We combine high standards of competence, integrity and respect with a warm, human approach to how we work with colleagues, clients and partners.

Excellence with humility

We take pride in delivering exceptional outcomes while supporting each other, listening to different perspectives and acting in the best interests of our clients.

Innovation with agility

We continuously challenge ourselves to improve, adapt quickly and create better ways of working that support inclusion, safety and performance.

Values in action

We embed our values into day-to-day behaviours by:

- Treating every colleague, client and partner with dignity and respect
- Creating an environment where people feel seen, heard and able to contribute
- Encouraging people to speak up when behaviours do not align with our standards
- Holding ourselves accountable for how we work, not just what we deliver.

Our values are integrated into:

- Recruitment and selection processes
- Performance and development conversations
- Leadership expectations and capability building
- Employee engagement and feedback mechanisms.

Measuring how values are lived

We track how effectively our values are embedded through our Great Place to Work® survey and other feedback channels.

- 81% of colleagues agree that our values guide how we work
- 73% believe leadership consistently models our values.

These insights help us identify where stronger alignment is needed and focus our actions accordingly.

Allies for Inclusion networks

Our colleague-led inclusion networks play a key role in bringing our FIR strategy to life, creating space for connection, shared learning and continuous improvement.

Women at Gleeds is our global network, connecting colleagues across all regions to support gender equity, strengthen visibility and drive cultural change. Open to all genders, the network provides a platform for collaboration, development and advocacy across the business.

In addition, our UK business brings the FIR agenda to life through a number of peer-led Allies for Inclusion groups. These create space for conversation, support and practical action, while surfacing insight that informs business decisions and strengthens inclusion at a local level.

Each group is supported by a senior leader sponsor, connecting grassroots insight to strategic decisions.

- Allies of Armed Forces
- Allies of DiversAbility
- Allies of Carers
- Allies of LGBTQIA+
- Allies of Race
- Women at Gleeds.

Raising awareness and building capability

- **Respect at Gleeds:** a global course covering what respect is, why it matters and how we show it
- **Online learning modules** such as inclusion awareness, unconscious bias and working across cultures
- **FIR training for hiring managers** covering legislation, inclusive shortlisting and inclusive interviewing
- **Global sexual harassment education** aligned to UK legislative changes introduced in 2025
- **Annual FIR calendar** recognises cultural, religious and inclusion events, with resources for managers and teams.

FIR calendar 2026



Employee voice indicator (UK)

79%

of respondents to our 2026 UK GPTW survey agreed: "I feel I make a difference here."

Belonging indicator (UK)

90%

of respondents to our 2026 UK GPTW survey agreed: "I can be myself around here."

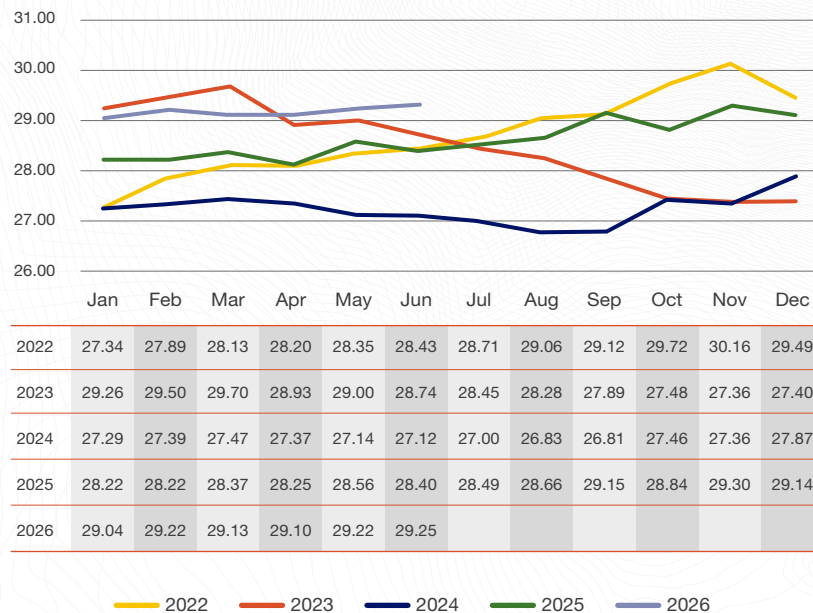


5. Workforce profile and representation

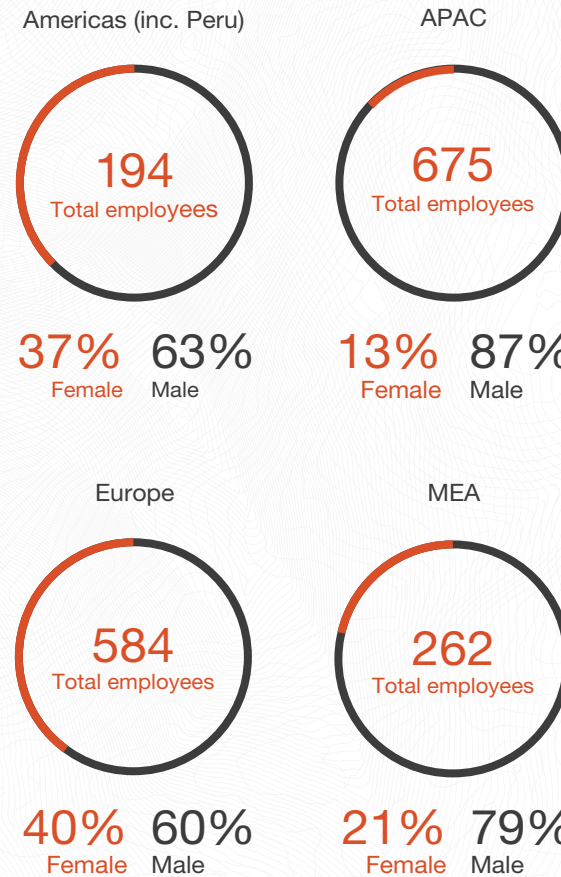
Gleeds at a glance (June 2026)

As of June 2026, Gleeds' global workforce is 29% female and 70% male. Around 1% of colleagues do not identify as either male or female. Gender representation varies significantly by region, so our actions combine a consistent global framework with local plans.

Percentage of female employees (global)



Gender representation by region

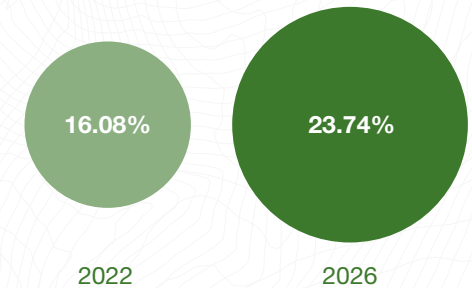


Inclusion data (self-identification)

Where data is available, we monitor disability, LGBTQ+ and ethnic diversity through colleague self-identification. In the UK, the percentage of colleagues with a disability has remained broadly stable over time, (3.88% in June 2026 compared with 4.27% in June 2022) while we continue to explore how we can improve data collection and transparency more consistently across other regions, within legal constraints. Colleagues identifying as LGBTQ+ represent 2.72% of the UK workforce (vs 2.36% five years ago).

Ethnic diversity (UK)

The proportion of UK colleagues from ethnic minority groups has increased from 16.08% in 2022 to 23.74% in 2026.



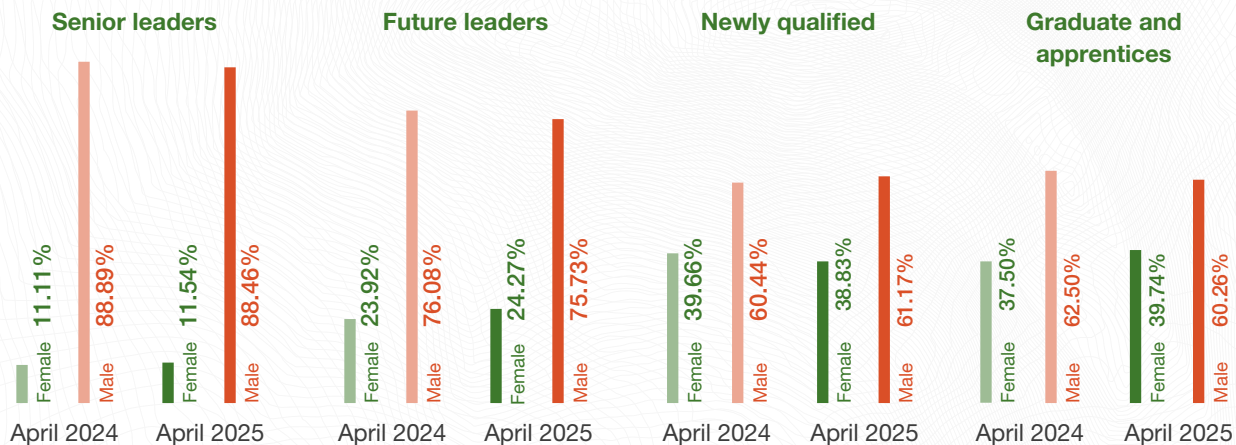
Representation at senior levels

Female representation at senior levels globally has remained broadly consistent. In 2025, 17.97% of the management team (Grade five and above) were women (up from 15.9% in 2023). Women held 13.88% of board and country leadership positions in 2025.

In the United States, where ethnicity data is collected and reported in line with local requirements, 34.7% of colleagues identify as ethnically diverse (including Hispanic or Latino, Asian, Black or African American, and other groups), with 65.3% identifying as White (non-Hispanic).

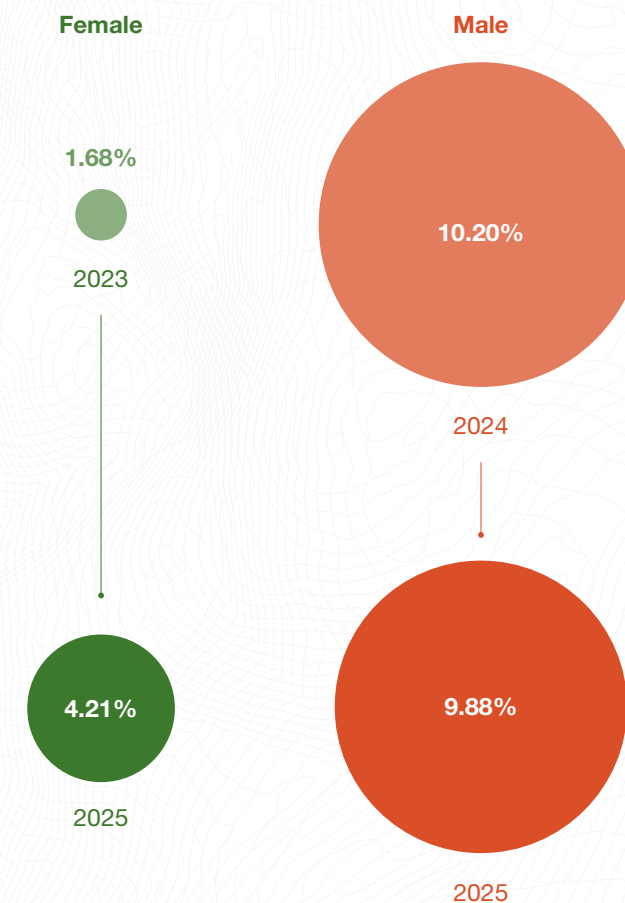


Female representation at all levels



Hiring, progression and retention indicators (global)

In 2025, women made up 24.45% of new hires globally, with several locations reporting 50% or more female hires. Progression rates into management increased for women (1.68% in 2023 to 4.21% in 2025), but progression for men remains higher (9.88% in 2025).



Data note: Workforce data is drawn from internal people systems and colleague self-identification. Data (including ethnicity, race or disability) is restricted by law or influenced by cultural norms. As a result, we report data only where it is legally permitted and where colleagues have voluntarily provided this information. This means global datasets may be incomplete and not directly comparable across all regions. For example, in our US operations, data is aligned with federal reporting guidelines.

6. Inclusive talent lifecycle

Inclusion must be built into the whole talent journey - how we attract people, hire them, support development, enable progression and retain talent long-term. We continually review our processes to reduce bias, expand access and ensure fair outcomes.

Global outreach and education partnerships

Across multiple regions, Gleeds is actively engaged with schools, universities and community organisations to broaden access to careers in the built environment. This includes partnerships that support social mobility, early careers awareness and access for under-represented groups.

Attraction and outreach

We invest in early careers, building strong and diverse pipelines through work experience, internships, apprenticeships and graduate programmes. By strengthening outreach with schools and universities, we make construction careers more visible and accessible.

- **Girls' Day School Trust (UK):** outreach and work experience to increase girls' awareness of construction careers
- **The School Outreach Company (UK):** social mobility programme engaging students, including those eligible for free school meals, to improve access to built-environment careers
- **Cadets Partnership – Female Talent Pathway (UK):** career exposure and structured work experience supporting female students and under-represented groups
- **Year Up United (US):** professional skills training and internship programme, creating opportunities for young adults without a college degree.

Recruitment and selection

We use structured, evidence-based selection methods aligned to our values and behaviours, supported by training for hiring managers. Our recruitment system enables us to analyse applicant demographics and identify where we need to broaden reach or adjust processes.

- Unconscious bias learning available to all colleagues via e-learning
- Inclusive, bias-aware job adverts designed to be gender-neutral
- Structured interviews aligned to values and behaviours using the ORCE model (observe, record, classify, evaluate) to support evidence-based decisions
- Recruitment process automation through Eploy to support analysis of applicant demographics over time.

Currently, we are providing educational engagement activities in the following countries:



Gleeds is a safe place to grow and learn - a workplace where every voice is valued and inclusion is more than a principle; it's a daily practice"

Mirna Adel

Cost Manager, Cairo, Egypt

Development, progression and retention

Ensuring fair access to development and progression is central to our approach to Fairness, Inclusion and Respect. While attracting diverse talent into the business is essential, creating an inclusive environment where people can grow, progress and build long-term careers is equally critical.

At Gleeds, we recognise that barriers to progression - whether visible or systemic - can shape how individuals experience the workplace. Addressing these barriers is fundamental to fairness: ensuring that opportunities are transparent, decisions are consistent and every colleague has an equal opportunity to succeed.

This focus is particularly important in the construction industry, where representation gaps increase at more senior levels. By strengthening development pathways, supporting career progression and improving retention, we are working to build a more balanced and sustainable talent pipeline across all parts of the business.

Our approach brings together structured development programmes, mentoring, ongoing performance conversations and clear progression frameworks. Combined, these create an environment where individuals are supported to fulfil their potential - regardless of their background, role or location.



At Gleeds, you're not just another number, you're a valued contributor to every project."

Emanuel Dias

Head of Cost Management, Lisbon, Portugal

Supporting development at every stage

From early careers through to senior leadership, we aim to provide clear, consistent and equitable access to learning, ensuring that development is not limited by role, background or location.

The impact of this approach is reflected in external recognition, with Gleeds named one of the UK's top workplaces for development by Great Place to Work® in 2026.

We invest in structured, inclusive development pathways:

- Launched our **Global Leadership Programme** to build a diverse pipeline of future senior leaders
- Designed programmes to support **fair representation and broad participation**, particularly at leadership level
- Delivered **People Management Development Programmes** across the UK, Europe and MEA, with:
 - 46% female participation, supporting more balanced access to leadership development.

In 2026, we will further strengthen capability through the introduction of **The Inclusive Manager**, embedding inclusive behaviours and decision-making into everyday leadership practice.

Building capability and access to opportunity

Through our Gleeds Academy, colleagues can access over 400 learning resources, supporting continuous development regardless of location or role. FIR-related learning - such as inclusion awareness, unconscious bias and respectful behaviours - ensures that fairness and inclusion are embedded in how we work, not treated as standalone topics.

Our approach to professional development is also supporting measurable outcomes:

- **Almost 300 colleagues** are currently working towards professional qualifications
- **32% female participation**, supporting more equitable access to progression
- **85% RICS first-time pass rate in the UK**, significantly strengthening career advancement opportunities.

To support consistency and fairness in decision-making, our **Managers' Toolkit** provides guidance across:

- Recruitment and onboarding
- Performance and development
- Inclusive leadership behaviours
- Succession planning and talent management.

This enables career opportunities to be structured, transparent and applied consistently across teams.

Enabling progression through mentoring and career support

Mentoring plays an important role in supporting progression and building inclusive career pathways. We encourage colleagues to develop mentoring relationships that expand networks, increase visibility and support long-term development.

Our approach includes both formal and informal mentoring:

- A **global business mentoring programme** connecting colleagues with senior leaders
- Structured guidance to support **informal mentoring** relationships across the business
- A continued focus on building **diverse networks and opportunities for progression**.

In 2026, we launched **Inspire**, our global female mentoring programme. By connecting colleagues across regions and levels, the programme supports individuals to:

- Build confidence and leadership capability
- Navigate key career transition points
- Access broader opportunities across the organisation.

We also prioritise regular **performance and development conversations**, including structured Check-ins, ensuring:

- Career aspirations are discussed openly
- Progression pathways are visible
- Development opportunities are actively supported.

“

From the very first day, the Gleeds team was incredibly supportive and deeply committed to my professional development. Whether it was creating a space where I felt comfortable asking any question, or setting aside time each week to discuss my progress and future goals, their guidance made a lasting impact.”

Andrea Lomniczi

Assistant Quantity Surveyor, London, UK



Retention and long-term opportunity

Retaining diverse talent is a critical measure of how inclusive an organisation truly is. At Gleeds, we focus on ensuring colleagues feel supported to stay, developing and building long-term careers with us.

Our approach combines structured development, fair progression and ongoing support to create a positive and inclusive employee experience. We continue to strengthen our understanding of retention by:

- Monitoring progression and retention data
- Using insights from Great Place to Work® surveys, listening groups and networks
- Identifying differences in experience and addressing potential barriers.

Evidence from our workforce data highlights why this focus is essential:

- While progression rates for women have increased, they remain below those of men, particularly at senior levels
- This reinforces the need for targeted development, consistent decision-making and inclusive leadership practices.

Creating a fair and inclusive future

By embedding fairness, inclusion and respect into how we develop, support and progress our people, we are creating a culture where opportunity is not limited by background - and where everyone has the potential to succeed.

“

My advice to anyone considering joining Gleeds: you'll regret not joining Gleeds sooner.”

Bonnie Yum

Director, Hong Kong



7. Inclusion in practice

The most credible evidence of FIR is what people experience and what we deliver - in teams, on projects and in the communities where we work. The following short case studies illustrate how we apply FIR principles in practice.

Case study:

Embedding FIR and gender equity in Peru



Gleeds' work in Peru demonstrates how we apply fairness, inclusion and respect in practice - combining project delivery with a structured approach to social impact and gender equity.

Through the UK Delivery Team and our work across major construction and reconstruction programmes in Peru (including the Peru Reconstruction Programme, Bicentennial Schools and high-complexity healthcare projects), Gleeds has supported the delivery of critical social infrastructure that creates long-term value for communities. Across these programmes, we have embedded FIR not only as a framework, but as part of our mindset and way of working: promoting fairness, inclusion and respect in how we lead, collaborate and deliver. Aligned with the Women's Empowerment Principles, our approach seeks to strengthen inclusive leadership, create professional opportunities for women, and deliver our services in a socially responsible way.

Turning insight into action

Our approach focuses on increasing awareness, access and participation across education and early career pathways. Activity includes:

- Outreach to schools and universities to promote careers in construction
- Workshops and panel sessions focused on the role of women in the industry
- Networking events connecting students and professionals
- Collaboration with local organisations to strengthen representation.

These initiatives are supported by clear action plans and local leadership, providing consistency with our global FIR strategy while reflecting the needs of the region.



Creating impact beyond Gleeds

Our work in Peru extends beyond project delivery, contributing to wider industry and community outcomes. As part of our commitment, we have joined the Aliados advisory board for Women in Construction Peru, supporting the growth of a professional network that promotes gender equity across the sector.

Through engagement with education providers and industry partners, we are helping to inspire future talent and strengthen the pipeline of women entering construction.

Looking ahead

We will continue to build on this progress by embedding FIR more deeply into how we lead and deliver projects, strengthening partnerships and expanding outreach. Our focus remains on creating sustainable, long-term impact that improves both individual opportunities and industry-wide.

Case study:

Strengthening inclusion through Allies for Inclusion networks



Our Allies for Inclusion networks play a central role in building an inclusive culture at Gleeds, creating space for colleagues to connect, share experiences and influence change across the business.

Each network is peer-led and supported by senior leadership, bringing together lived experience and organisational accountability. Together, they help raise awareness, challenge barriers allow diverse perspectives to inform decision-making.

Turning insight into action

The networks provide a platform for meaningful engagement and practical action, including:

- Creating safe spaces for open conversation and shared experiences
- Providing feedback and insight to inform policies and business decisions
- Delivering events, campaigns and learning opportunities
- Raising awareness of inclusion-related issues across the organisation.

By connecting colleagues across different roles and locations, the networks help ensure FIR is embedded into day-to-day experiences rather than treated as a central initiative alone.

Creating impact beyond Gleeds

Several groups extend their influence beyond Gleeds through external partnerships and industry engagement. For example, our Allies of Armed Forces network has supported our commitment to the Armed Forces Covenant, contributing to the achievement of a Defence Employer Recognition Scheme Gold Award.

Members of other networks actively participate in external forums, strengthening our connection to industry best practice and helping to shape conversations around inclusion in the built environment.

Looking ahead

We will continue to develop our Allies networks by increasing visibility, strengthening links to leadership and improving how we use insight and data to drive change. By supporting colleague voice and embedding learning into action, these networks will remain a key driver of cultural progress.

Case study:

Accelerating gender equity through Women at Gleeds



Women at Gleeds is our global initiative dedicated to supporting, connecting and empowering women across the business - while driving meaningful, long-term cultural change. Open to all genders, the programme focuses on addressing systemic barriers, strengthening allyship and creating an environment where women can thrive at every stage of their careers.

Developed through insight gathered from colleagues across regions, roles and levels, the programme responds directly to the challenges women experience in the construction industry, including visibility, progression and representation in leadership roles.

Turning insight into action

The programme is built around five strategic pillars, each designed to translate ambition into practical, measurable outcomes:

- **Representation with purpose** – increasing the visibility of women in leadership, technical and strategic roles
- **Allyship in action** – encouraging everyday behaviours that challenge bias and support inclusion
- **Amplifying every voice** – ensuring women's contributions are recognised across all environments, from site to boardroom
- **Equity in structure** – embedding fairness into systems and processes that influence progression
- **Global consistency, local relevance** – creating a shared approach with flexibility to reflect regional needs.

These pillars are supported by defined KPIs and owned by global and regional leads, ensuring accountability and sustained focus.



Creating impact beyond Gleeds

Women at Gleeds also plays an important role in influencing the wider industry. Through partnerships, events and external engagement, the programme strengthens our contribution to advancing gender equity across the built environment.

Recent activity includes:

- A global virtual event, *Stronger teams, better outcomes: the power of everyday allyship*, bringing together colleagues to focus on practical actions that support women's success
- Active participation in industry networks such as Women in Construction and Women in Property
- Collaboration with We Are PoWEr, promoting diverse leadership and inclusion across construction.

Looking ahead

By continuing to strengthen allyship, increase visibility and embed equity into our systems, Women at Gleeds will play a central role in shaping a more inclusive culture - within our organisation and across the industry.

Case study:

Building visibility through BuildHER



BuildHER is a targeted marketing initiative designed to support our broader FIR and gender equity ambitions by increasing the visibility of women across Gleeds and the wider construction industry.

Through storytelling, campaigns and content, BuildHER aims to challenge perceptions, highlight role models and showcase the diverse career pathways available to women in the built environment.

Turning insight into action

The initiative focuses on using marketing and communications to amplify real voices and experiences, including:

- Featuring women across different roles, regions and career stages
- Sharing authentic career journeys and progression stories
- Creating accessible, engaging content to inspire future talent
- Supporting internal and external campaigns that promote inclusion.

By aligning content with our values and FIR strategy, BuildHER helps bring inclusion to life in a visible and relatable way.

Creating impact beyond Gleeds

BuildHER supports our external positioning as an inclusive employer and industry advocate, helping to attract more diverse talent while contributing to wider conversations about gender equity in construction.

Through consistent, high-quality storytelling, it reinforces our commitment to creating a more representative and inclusive future for the industry.



8. Wellbeing, flexibility and inclusive benefits

Wellbeing is a core part of inclusion, helping colleagues feel supported both personally and professionally, regardless of their role or location. Our approach is guided by a consistent global framework, with local delivery reflecting the different legal, cultural and market contexts in which we operate.

Our wellbeing policy embodies our commitment to ensuring colleagues can maintain a healthy work/life balance and access support when they need it. Our wellbeing strategy is built around four pillars: physical, emotional, social and financial.

- **Physical:** making lifestyle choices to stay healthy
- **Emotional:** coping with stresses and strains of daily life
- **Social:** building belonging and connection
- **Financial:** offering support and advice around finances.

Across our global business, benefits are designed to be competitive, locally relevant and aligned with regional legislation. This means offerings vary by country but typically include a combination of health and wellbeing support, family leave, annual leave, financial benefits and professional development support. In many locations, additional provisions reflect local market expectations, such as housing support, medical cover for dependents or enhanced leave arrangements.

The UK provides examples of how these principles are applied in practice:

2026 UK engagement indicators

80% 90%

“This is a psychologically and emotionally healthy place to work.”

“People care about each other here.”

“

What drew me to Gleeds wasn't just the role itself but the supportive culture I encountered during my placement. Becoming an apprentice here means joining a global firm with a wealth of knowledge, while still feeling part of a close-knit community.

Cam Basi,

Quantity Surveyor (mobilised from UK to Dubai)

Wellbeing in the UK

Colleagues are supported through our network of trained mental health first aiders and wellbeing champions, wellbeing moments in team meetings and an annual wellbeing calendar.

UK wellbeing calendar 2026



Flexible working

Flexible working is a key enabler of inclusion. In the UK we use a core hours approach, providing flexibility around start and finish times while meeting contractual hours. We continue to review family-friendly policies so they are clear, accessible and consistently applied.

In the UK, our enhanced family leave policy provides expectant and new mothers and primary adopters with 39 weeks of paid leave (26 weeks at full pay followed by 13 weeks at half pay). Internationally, we have reviewed the family friendly policies in each country we operate in. Following this, many have taken the decision to improve their maternity pay beyond statutory requirements, for example in the USA.

Internationally, we take an open and flexible approach, adapting to local legislation, cultural expectations and business needs. In many countries, statutory requirements for family leave already establish a strong baseline of support, and our role is to ensure colleagues have the flexibility and understanding needed to balance work and life effectively. Across our global operations, hybrid and flexible working approaches are shaped locally but guided by a shared principle: enabling colleagues to perform at their best while managing personal responsibilities.

Our approach is reflected in regional achievements, including recognition through Great Place to Work programmes in multiple countries such as India and Peru, where colleague feedback highlights strong progress in inclusion, wellbeing and development. These insights provide important global perspectives on colleague experience and help shape priorities across the business.

“

Coming back from maternity leave is a defining moment. Balancing newfound responsibilities with the drive to excel at a job you love isn't simple – but with genuine support, real flexibility and an environment that helps women thrive both professionally and personally, Gleeds empowers you to succeed on every front.

It's a place where careers grow, families are supported and women truly flourish.'

Aya Hesham

Supervising Cost Manager, Cairo, Egypt

Great Places to Work®

91%

of people agreed that “I am able to take time off from work when I think it's necessary.”

14/50

We were recognised by Great Place to Work® as one of the UK's Best Workplaces™ for Wellbeing four years running, ranking 14th out of 50 businesses in our category in 2026.



9. Industry leadership and external impact

As a global construction consultancy, our influence extends beyond our own workforce. We contribute to industry progress through partnerships, advocacy and alignment with internationally recognised frameworks that support fairness, inclusion and respect across the built environment.

Women’s Empowerment Principles (WEPs)

Through our commitment to the UN Women’s Empowerment Principles (WEPs), we are embedding a consistent global approach to gender equity.

- Collecting baseline data on eleven indicators (including promotion rates and retention following parental leave) for each country where possible
- Completing the WEPs Gender Gap Analysis Tool to identify strengths and opportunities by location
- Developing country action plans with clear goals, owners and timelines
- Reviewing and aligning policies within a shared policy library, while respecting local legal requirements.

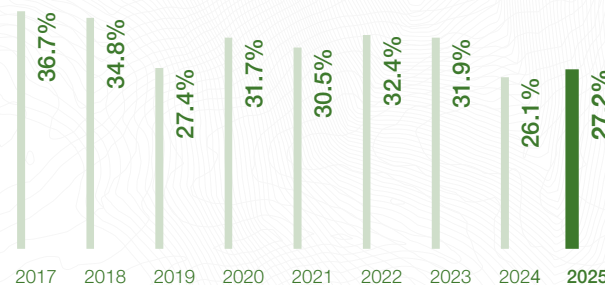
Gender pay gap and equal pay (UK)

We report our UK gender pay gap annually. In 2025, women earned on average 27.2% less than men across the business (mean), and the median gap was 33%. Since 2017, our median gender pay gap has reduced by almost 10 percentage points.

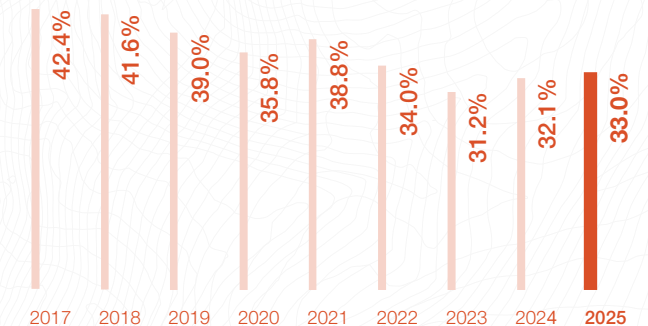
The gender pay gap is driven primarily by representation: there are fewer women in the most senior and highest-paid roles. We have carried out an equal pay audit and do not identify systemic pay inequalities between men and women doing the same or similar work. We will continue periodic audits to maintain confidence and ensure fairness.

We will also be implementing any necessary changes in accordance with the implementation of the EU Pay Transparency Directive which takes effect across all EU member states on 7 June 2026.

Mean gender pay gap (UK)



Median gender pay gap (UK)



Women at Gleeds: five-year vision

Women at Gleeds is an inclusive global initiative for all genders, focused on connecting and empowering women while driving cultural and systemic change. The programme is built around five pillars with defined KPIs and local ownership.

- Representation with purpose
- Allyship in action
- Amplifying every voice
- Equity in structure, not just spirit
- Global consistency, local relevance.

Partnerships and recognition

- Recognised by Great Place to Work® as a UK Best Workplace for Women (2023) and continued benchmarking against external standards
- Partnership with We Are PoWEr supporting inclusion, social value and diverse leadership across construction (including sponsorship at Northern Power Women Awards, March 2026)
- Participation in external networks and industry events through our colleagues and Allies groups (e.g. Women in Construction, Women in Property and Women in Construction Peru).



10. Looking ahead: priorities and targets

Our priorities for the next 18 months focus on action and accountability. We will track year-on-year progress through governance forums and management information dashboards and continue improving data quality through the annual WEPs cycle.

We will be transparent about progress, honest about challenges and committed to continuous improvement - focusing on outcomes that strengthen real colleague experiences.

Gender equity

- Extend the Women at Gleeds network, increasing visibility, connection and support while encouraging ally participation from all colleagues
- Expand the Inspire programme to provide structured mentoring at key career stages, supporting retention and progression
- Introduce enhanced leadership pathways and expand coaching opportunities to improve senior-level representation over time.

Retention, wellbeing and flexibility

- Continue to refine family-friendly and flexible working options to ensure they are accessible and consistently applied
- Provide a structured return-to-work programme for parental leave returners, with tailored support and reintegration plans.

Transparent and fair progression

- Increase fairness and transparency of promotions and pay review processes, including clearer communication on pay structures and decision criteria
- Build manager capability to support consistent decisions on performance, development and allocation of opportunities.

Diverse pipeline and inclusive hiring

- Increase outreach to attract more women into early careers roles
- Launch a refreshed suite of inclusive hiring courses for managers globally
- Refine selection practices to support diverse candidate pools (where legally and practically possible) and facilitate evidence-based decisions.

Tracking progress

- Regular monitoring via dashboards tracking representation, hiring, progression and retention across grades
- Ongoing analysis of WEPs indicators to understand trends and experiences across the female career journey at Gleeds
- Continued employee voice inputs (GPTW, joiner/leaver feedback, Allies groups and listening forums) shaping priorities and action plans.

11. Conclusion

At Gleeds, fairness, inclusion and respect are fundamental to how we operate as a business, how we support our people and how we deliver for our clients.

This report reflects the progress we have made in strengthening our culture, embedding inclusive practices and building a more diverse and representative workforce. It also highlights the areas where we know more change is needed.

We have established strong foundations: clear governance, engaged employee networks, robust policies and a growing understanding of colleague experience through data and feedback. Our investment in wellbeing, development and flexible working continues to shape a more inclusive and supportive environment. At the same time, we recognise that progress is not linear, and some of our most important challenges - particularly around gender representation at senior levels, transparency and consistency in progression, and equity in experience - require sustained focus.

What matters most is not what we say, but what our people experience. We are committed to closing the gap between intention and reality by listening carefully, acting decisively and holding ourselves accountable. Through stronger data, clearer processes and continued investment in leadership capability, we aim to embed FIR consistently across every part of the organisation.

As a global construction consultancy, we also have a responsibility to influence change beyond our own business - through the projects we deliver, the partners we work with and the communities we support. By continuing to align our approach with industry best practice and global frameworks such as the UN Women's Empowerment Principles, we will play our part in shaping a more inclusive and sustainable built environment sector.

We know there is more to do, but we are clear on our priorities, committed to meaningful action and focused on delivering measurable progress. By working together, we will continue to build a culture where everyone feels they belong, can thrive and has a fair opportunity to succeed.

“

Gleeds provided me with the wings to fly high in my career and I am honoured to contribute to its legacy.”

Amin Shaikh

Financial Controller, Riyadh, Saudi Arabia

12. Appendix: data notes and definitions

Definitions

- **Fairness:** equitable access to opportunity and fair treatment in systems, decisions and everyday interactions
- **Inclusion:** a sense of belonging and safety to contribute fully and authentically
- **Respect:** behaviours that demonstrate dignity, professionalism and care; challenging conduct that does not align with our values.

Method and limitations

Data in this report is sourced from internal people systems and colleague self-identification. In some geographies, collecting or reporting demographic data is restricted by law or influenced by cultural norms. Where data is voluntarily disclosed, it may under-represent the true picture. Percentages may be rounded to aid readability.

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