

gleeds

Gender Pay Gap Report

2024



Introduction from Louise Ellis



As we continue on our journey to build a more inclusive and diverse workplace, I am proud to share our efforts in addressing the gender pay gap. Our continued commitment means we're one step closer to fostering a supportive culture where all colleagues feel empowered to make a difference.

This year we will be looking back on the steps we have taken since we first started reporting in 2017 to get to where we are now. This journey has been marked by significant milestones, underpinned by our commitment to Fairness, Inclusion and Respect, and I firmly believe fostering this kind of culture not only makes us a better workplace, but also a stronger, more innovative organisation.

This report focuses on the gender pay gap that exists among Gleeds UK employees. Since our 2023 report, I am pleased to confirm that our mean gender pay gap has decreased by 5.8%, and our median gender pay gap has also reduced by 0.1%. 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 to move forward from our historic ways of working, as well as going back to school to inspire a future generation of new surveyors, project managers and cost consultants, among 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 to create a collaborative culture that emphasises our values: professionalism with personality, excellence with humility, and innovation with agility.

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 highlights 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 stylized, handwritten signature in black ink that reads "Ellis".

Louise Ellis
Global Chief People Officer, Gleeds

Supporting statement from Brian McArdle



As the Managing Director of our UK operations, I am genuinely passionate about creating an inclusive, trusting workplace where everyone feels free to be themselves. I want all our colleagues to have the opportunity to build a lasting career with purpose. 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.

An environment free of discrimination and judgement 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 is a reflection of our core values. I am proud of the progress that has been made to date and the practical actions we have taken.

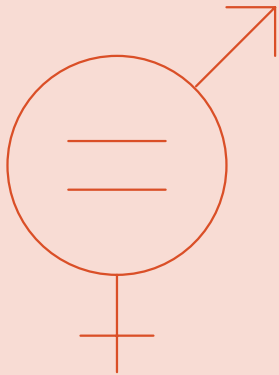
I wholeheartedly endorse our continued efforts to create an even more inclusive workplace, where we can support and empower our colleagues to make a difference.

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.

A handwritten signature in black ink, appearing to read 'Brian McArdle'.

Brian McArdle
UK Managing Director, Gleeds

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.

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, which includes Gleeds LLP. Since 2022, we have been providing the full picture of our national position, 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.

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.

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 four and above (senior leaders).

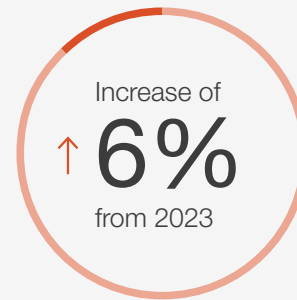
We have split these grades into four categories to demonstrate the upward mobility rate of roles at Gleeds.

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.

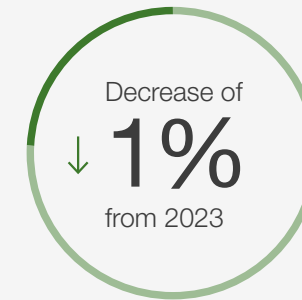
This is different to later in the report where we examine the pay quartiles, which is part of our statutory reporting requirements.

Senior leaders



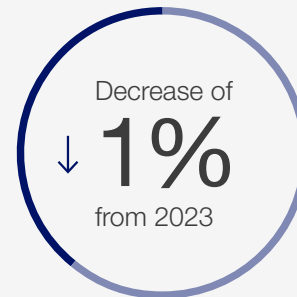
88% Men 12% Women 0% Prefer not to say

Future leaders



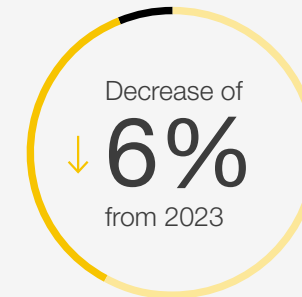
76% Men 24% Women 0% Prefer not to say

Newly qualified



61% Men 39% Women 0% Prefer not to say

Graduates and apprentices



58% Men 36% Women 6% Prefer not to say

This year’s pay gap

This data presents both the pay gap and bonus gap between men and women on 5 April 2024, 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 four 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

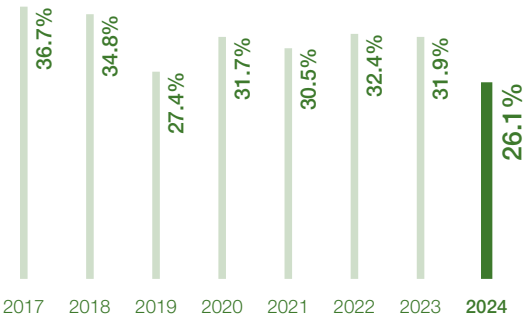
These pay gap percentages show the difference in average hourly rates of pay between all men and all women in our UK business, regardless of any differentials in role.

As explained earlier in this report, our Gender Pay Gap can mostly be attributed to a lower number of women, than men, in senior roles.

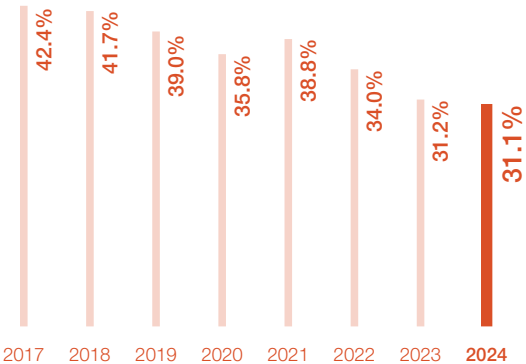
Analysis of our 2024 Gender Pay Gap tells us that, on average women earnt 26.1% less than men across the business this year. This is an improvement of 5.8% on our 2023 figures and is our lowest mean pay gap since we started reporting. Our median Gender Pay Gap has also decreased by 0.1% to 31.1%, the 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



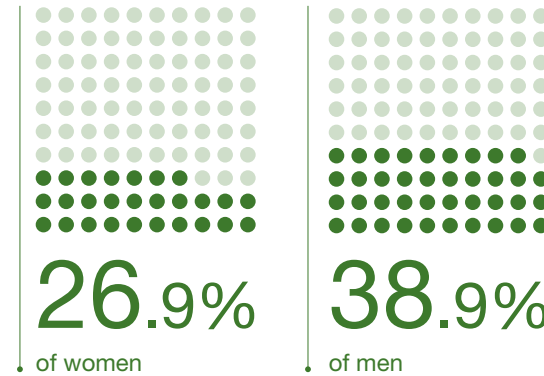
Bonus pay gap

Our bonus pay gap figures are based on bonuses paid in the 12 months prior to 5 April 2024.

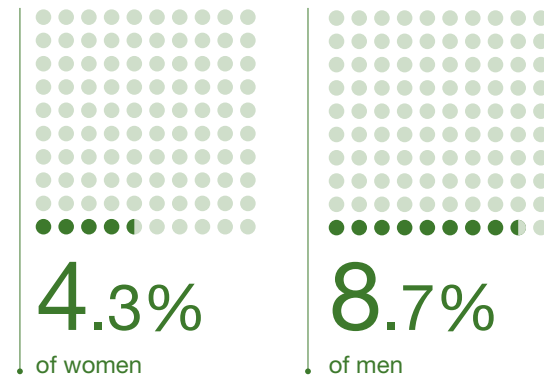
These figures show the mean and median bonus gap between men and women in that period, as well as changes from 2018 up to this year. You can also find the proportion of men and women who received bonus payments in the 12-month period. The significant decrease in the mean bonus pay gap is due to bonuses being paid outside of the reporting window. Due to the timing of this report's completion, bonuses paid in 2024 will be reflected in our 2025 report.

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.

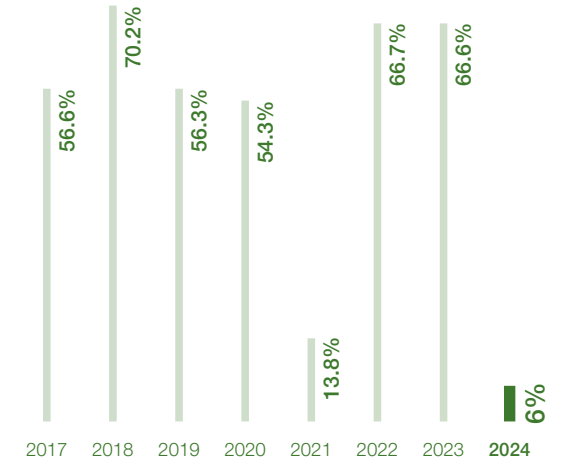
Proportion of Gleeds employees who received bonuses in 2023



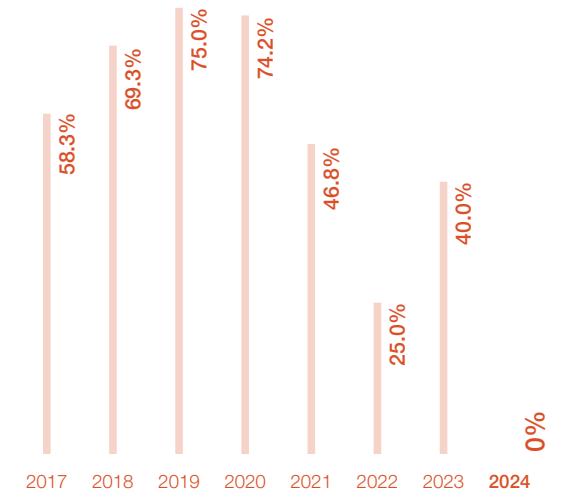
Proportion of Gleeds employees who received bonuses in 2024



Mean bonus pay gap

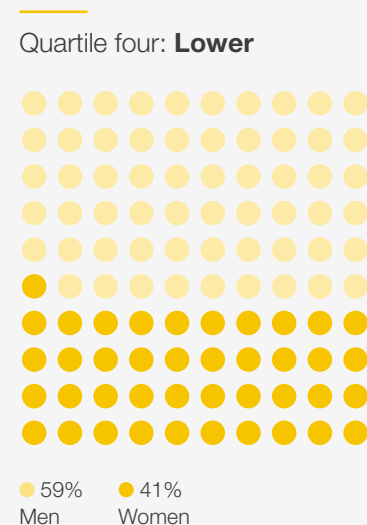


Median bonus pay gap



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.

We have been tracking the changes across these quartiles since 2017 and are pleased to report that, since our 2023 report, we have continued to increase the proportion of women in quartile one. Quartiles two, three and four have all seen a small decrease since last year.



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 free from discrimination and judgement.

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 in the 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, 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 the work at the beginning of 2021, 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 business 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 canvass 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

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.

Progress since 2017: closing the gap

We're committed to the success of our people, clients and communities – giving everyone safer and more sustainable places to live, work and thrive. As we look to the future, we will continue to assess and adapt our strategies to create a workplace where everyone can grow and be themselves.

In 2023, we focused on:

- 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 for Inclusion groups to find out more.
- Holding focus groups across our Allies for Inclusion groups, 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

Progress since 2017: closing the gap

This brings us up to date in examining our priorities for 2024, and what we achieved:

- As part of our focus on Early Careers in 2024, we have strived to increase the number of females joining Gleeds. We observed a 3% increase in the number of female graduates joining Gleeds and a 45% increase in female apprentices.
- We truly believe that attracting female talent into the business at the start of their career allows us to demonstrate the fantastic career opportunities, starting with our Graduate Construct Programme to becoming professionally qualified.
- Through our applicant tracking system, we have been able to make substantial improvements in the reporting of gender splits throughout the recruitment journey.
- From shortlisting to interview and offer, we aim to improve the gender and ethnicity balance when shortlisting for roles; promoting diversity and equal opportunising at all levels of our organisation.

2024

- In 2024, the focus wasn't entirely about attracting women, it also supported the career progression of women already in the business.
- As a global business in 2024, we have pledged our commitment to the Women's Empowerment Principles, which offer guidance to global businesses on how to advance gender equality and women's empowerment in the workplace, marketplace and community.
- This global partnership has fostered the sharing of best practices and established a benchmark for us to measure and compare our performance. Our first year of working with the Women's Empowerment principles has allowed us to understand exactly where we need to improve and how to go about doing this.
- As part of our Global Business Development Mentoring Programme, 41% of attendees were women.
- The programme has been a huge success, helping individuals boost their profiles both inside and outside Gleeds, and has delivered an impressive £10,000 per hour return on investment from new work won by those who took part. Whether through day-to-day work, through mentoring, networks or international opportunities, we're continuing to help our colleagues create connections with people that will enrich their careers.
- In 2024, we launched our Global Leadership Programme, aimed at equipping future leaders with the skills they need for the next stage of their journey with Gleeds. It's a significant step forward, with 27% of UK participants being women – a great mix compared to our current stats of 20% female future leaders and 12% female senior leaders.
- Work is underway to build a series of management information dashboards to allow more in-depth analysis at the touch of a button, to identify the gender split at all grades across the business and the length of time it takes to progress between grades. This will enable us to see the rate of progression for both women and men.
- Lastly at Gleeds, we strive to make sure that flexible working arrangements are available to all colleagues, and work to ensure that the opportunity for adjusted working patterns is available to both men and women.
- In 2024 we saw an increase in the number of men looking to flex their working hours due to personal requirements.

Our commitments for 2025

The following initiatives will continue to be worked on in 2025 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 groups 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.

Women's Empowerment Principles: We will continue to review the best practice guidance from WEP for supporting both colleagues internally and those within our clients and supply chains to ensure women are provided with equal opportunities during their career working with, or alongside, Gleeds.

Women at Gleeds Allies Group: We will be transitioning the Gender Allies Group to a specific Women's Allies Group following feedback from our colleagues. This will focus on breaking the perceived glass ceiling for women working in, what can be seen to be, a male dominated industry. With a growth mindset, we hope these experiences will be an opportunity for our culture to grow and become better.



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 support and contribute to a culture that empowers everyone to make a difference.

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. We strive to support colleagues with exceptional training and development opportunities, as well as helping them gain exposure to a wide range of projects across the world.

Reverse mentoring: From talking to our male colleagues, the suggestion of reverse mentoring has been suggested, understanding the differences in leading and managing women at all stages of their life and career in comparison to that of our male counterparts. Women will look to provide guidance to senior males within the business to support this approach.

Our commitments for 2025



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 reflecting the male / female split in Built Environment university courses across our graduate intake, aiming for at least 23% female graduates to promote a better gender balance from the outset, promoting a fairer gender balance right from the start of our career journeys.



Women at Gleeds

Women at Gleeds is our new networking group where everyone can discuss and share their experiences of working at Gleeds from a gender perspective. Our approach to “fearless feedback” will give us insight about what our female employees want to see improve and how we can identify and remove perceived barriers to working at Gleeds. We will get better at highlighting and celebrating the achievements of women at Gleeds. From a global perspective, we will be introducing a female mentoring development programme, showcasing our female employees at all levels both internally and in the external marketplace.

Concluding remarks

In 2025, we are more determined than ever to address our Gender Pay Gap. We want to create a workplace that is fair, inclusive, and representative of the diverse talent that makes our organisation exceptional, and offer a world of opportunity to all.

We recognise that decreasing the Gender Pay Gap requires long-term action, and we are committed to stretching our ambitions for gender parity and our ongoing commitments to our people through our Fairness, Inclusion and Respect agenda. The steps taken to reduce the Gender Pay Gap represent our commitment to fostering an environment where everyone can bring their true selves to work every day, free from discrimination and judgement. Together, we strive to create a workplace of equal opportunity, where personal brilliance and collective excellence is championed.

Our 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 is a reflection of our core values.

I wholeheartedly endorse our continued efforts to create an even more inclusive workplace and have no doubt that we can achieve this by working together.

We are confident in the steps we are taking and how we are monitoring progress, by tracking the effectiveness of these interventions.

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



Louise Ellis

Global Chief People Officer, Gleeds

1,130

UK employees across

19

offices

gleeds

