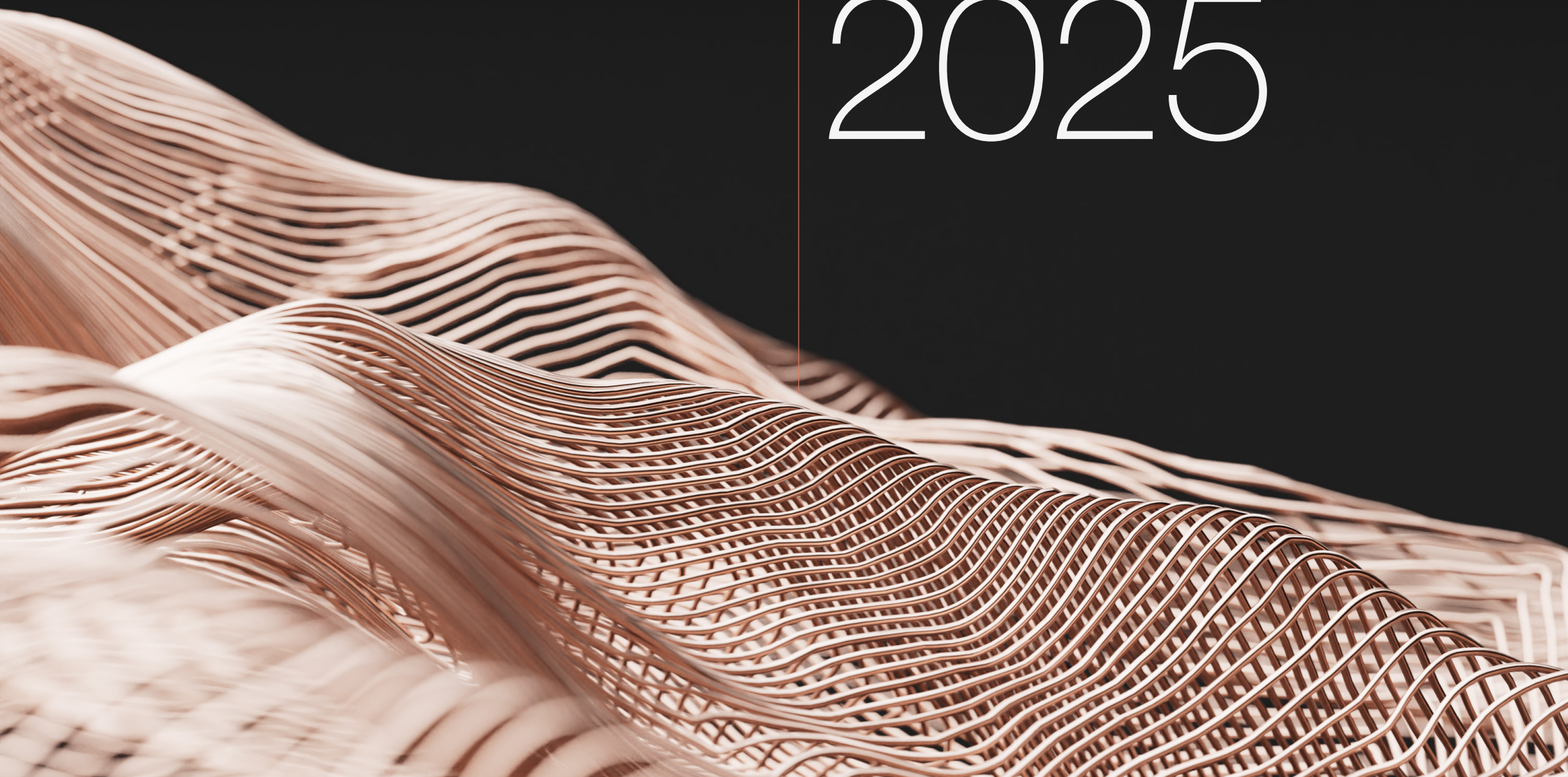


gleeds

Gender Pay Gap Report

2025



Introduction from Sarah Brown



At Gleeds, we aim to create connections with brilliant people, take pride in a diverse and supportive culture, and help colleagues construct a career with purpose. We want everyone to belong, grow and make an impact.

Reporting on our Gender Pay Gap is one of the ways we keep that promise real. It gives us a clear view of where we are today, helps us understand the drivers behind the data, and directs our energy towards the actions that make a tangible difference for our people. Our Gender Pay Gap report identifies the current situation in terms of pay and bonus gaps and how we are doing versus the actions we have in place that year. We evolve the actions each year to specifically act on reducing the gender pay and bonus gaps.

Our 2025 snapshot shows a mean gap of 27.2% and a median gap of 33%. These figures mirror patterns seen across the built environment sector: the further up the ladder you look, the fewer women there are, which influences averages across the whole organisation. We are addressing this by opening up pathways at every stage of the talent pipeline - building early-career outreach and opportunities, strengthening chartership and technical development support, increasing access to visible stretch opportunities, and using sponsorship

and mentoring to help more women move into future and senior-leader roles. By following the principles set out from the Women's Empowerment Principles, we're investing more in initiatives like our Global Leadership Programme and continually adapting and reviewing our policies such as the maternity pay and leave policy. Alongside this, we're continuing to refine flexibility, so it supports progression as well as balance, and we're enhancing clarity in pay and reward so colleagues understand how decisions are made.

Our approach is straightforward: align practical steps with our values of Fairness, Inclusion and Respect, check progress through better data and honest feedback, and keep communicating openly. The goal is not just to publish numbers, but to make Gleeds an even better place to build a career - a world of opportunity where individual brilliance and collective excellence go hand in hand.

A handwritten signature in black ink, appearing to read 'Sarah Brown'.

Sarah Brown
UK People Director

Supporting statement from Brian McArdle



Creating a workplace where people can be themselves and do their best work is central to our success. The Gender Pay Gap is one of several measures we use, alongside representation at each grade, the diversity of our hiring pipelines, the pace of progression, and retention, to understand how effectively we are building balance and fairness. No single metric tells the whole story, but together they show us where we're moving in the right direction and where we need to intensify our effort.

This year's results highlight the same challenge many in our industry face: senior-level representation. That clarity is useful, because it points directly to the actions that matter. We will continue to back inclusive hiring and decision-making, apply structure to selection and promotion, and ensure that development routes and commercially stretching opportunities are visible and accessible. We will also keep refining flexibility and return-to-work support so colleagues can progress their careers with confidence at every stage of their life.

Ultimately, what counts is consistent follow-through. We will review outcomes regularly, share what we learn and hold ourselves to account. With colleagues leaning into this work across regions and teams, I'm confident we will see the gap reduce over time - strengthening our culture and our performance.

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

Brian McArdle
Chief Operating Officer

The Gender Pay Gap

What is it?

The Gender Pay Gap measures the difference between the average earnings for men and women across an organisation, regardless of role, grade or experience. It is not the same as equal pay, which is paying men and women the same for the same or similar work. We remain confident that equal pay is achieved for comparable roles at Gleeds.

How are we reporting?

Since 2017, we have reported annually in line with UK regulations. Following our move to Gleeds LLP, UK colleagues are employed within a single legal entity, supporting consistency and comparability over time. We present both pay and bonus gaps (mean and median) and the proportion of men and women in each of the four pay quartiles.



Analysing our gender split

At Gleeds, our workforce spans 11 grades, with our graduates and apprentices making up grades 11 and 10, through to our directors and senior directors at grade four and grade three, and our senior leaders at grades two and one.

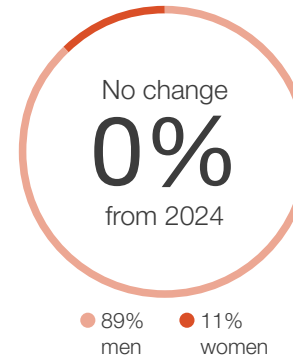
Grouping these into four categories shows progression through our talent pipeline and where we must focus to improve representation at senior levels.

By presenting our UK business data in such a way, we can identify any disparities between the number of men and women in each level and further conceptualize the path to closing our gender pay gap.

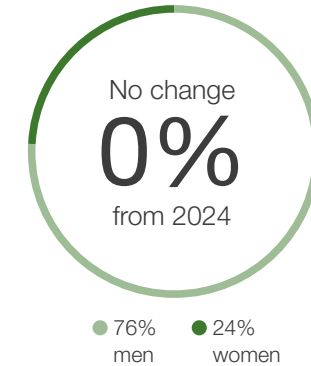
What this shows: female representation is broadly stable at senior levels; the pipeline is the strongest at entry levels. Converting early career success into senior representation is the lever that will close the gap over time.

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

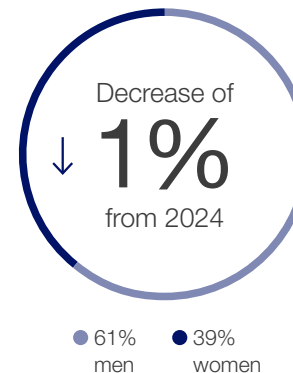
Senior leaders



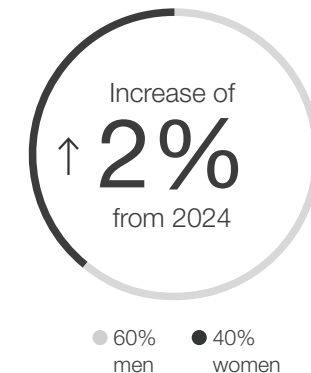
Future leaders



Newly qualified



Graduates and apprentices



This year's pay gap

This data presents both the pay gap between men and women on 5 April 2025, as well as numbers since 2017 to map yearly changes.

The percentage displayed indicates the gaps in pay relative to men's earnings that year. We also show the proportion of employees in each of the four quartiles to demonstrate the distribution of pay among men and women. Bonus figures are explained in the next section.

Both mean and median figures are presented in the data.

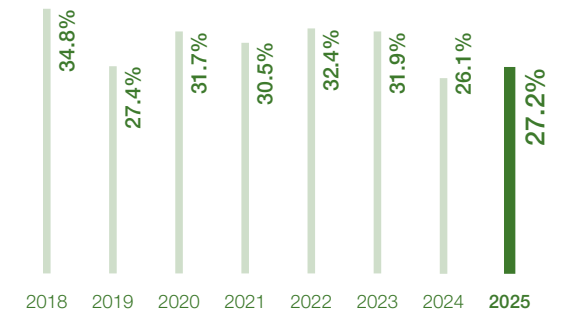
The mean is the average hourly rate of pay for each gender – calculated by adding together all hourly rates for men (or women) and dividing by the number of employees in that group.

The median is the midpoint when all salaries are ordered from lowest to highest; it is less influenced by very high or very low pay and gives a sense of the typical pay for men and women.

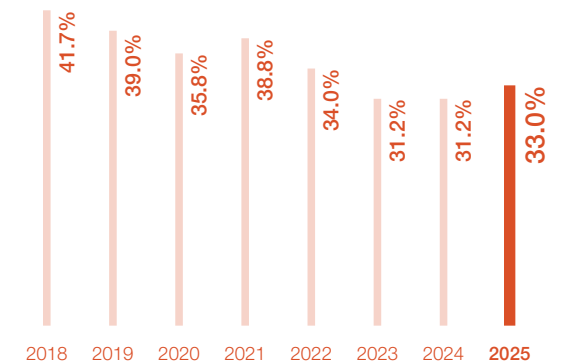
Analysis of our 2025 pay gap tells us that women earned on average 27.2% less than men (mean) and 33% less on a median basis across Gleeds. These percentages show the difference in average hourly rates of pay between all men and all women in our UK business, regardless of any differentials in role.

The results reflect a year of transition, where growth in senior-level hiring and bonus payments influenced the overall averages.

Mean Gender Pay Gap



Median Gender Pay Gap



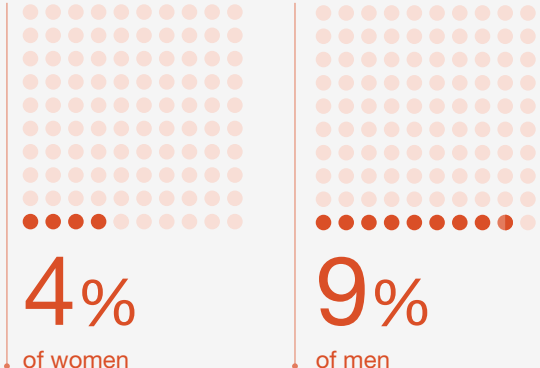
Bonus pay gap

Our bonus pay gap figures are based on bonuses paid in the 12 months prior to 5 April 2025.

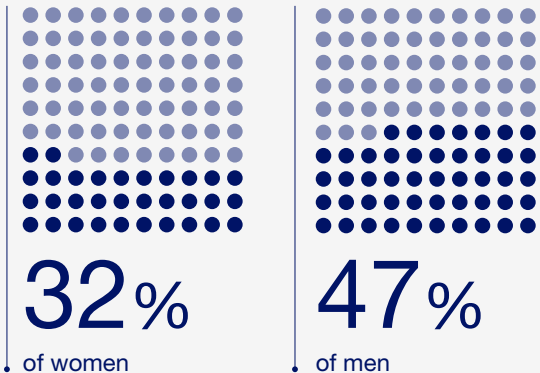
These figures show the mean and median bonus gap between men and women in that period, as well as changes from 2017 to this year.

Our mean bonus gap is 34.2%, with a median of 32%. Over the last 12 months, we have reintroduced the colleague bonus scheme. Given the higher number of men in senior and bonus-eligible roles, a larger share of bonuses was awarded to men, which contributes to the gap.

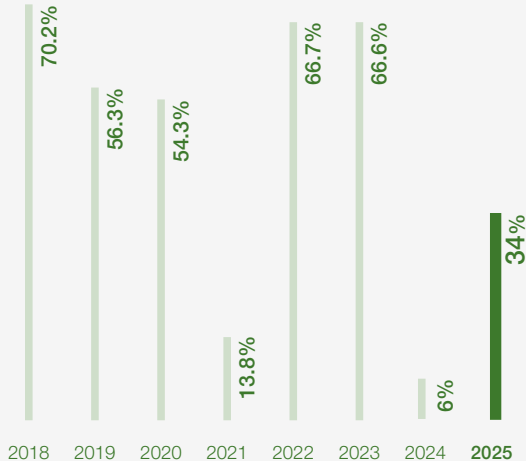
Proportion of Gleeds employees who received bonuses in 2024



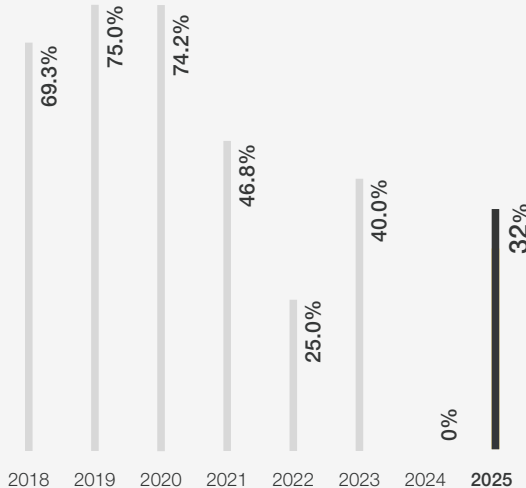
Proportion of Gleeds employees who received bonuses in 2025



Mean bonus pay gap



Median bonus pay gap

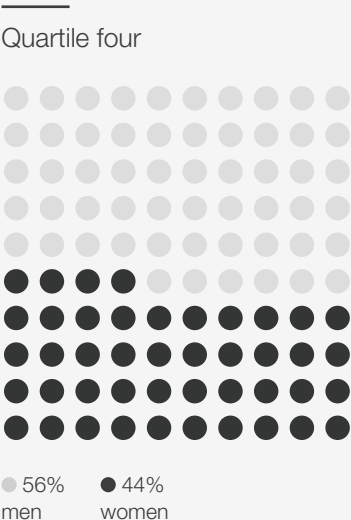
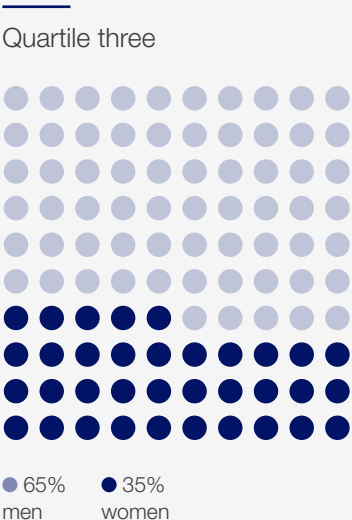
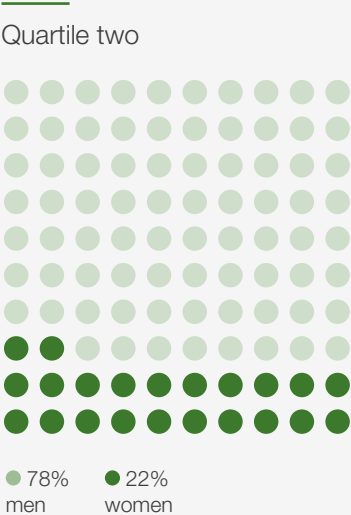
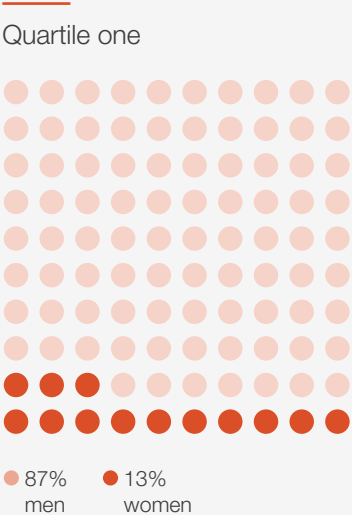


Pay quartiles

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 one reflects the highest 25% of earners, while quartile four 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 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.



Our progress

Since we first began reporting in 2017, Gleeds has strengthened the foundations that support fairness, inclusion and respect – including flexible working, family-friendly policies, mentoring, and leadership development.

Over this period, progress has not been linear year-to-year, and representation at senior levels remains the key driver of our overall gender pay gap.

Our continued focus is on sustaining momentum in attraction, progression and retention, particularly converting early-career representation into future and senior-leader roles.

2024 review of action

In 2024, we committed to a series of actions to improve our gender pay gap. The following provides an update on progress to date:

Retention

Flexible working review: we reviewed our flexible working policies and practices, including profiling flexible working options and ensuring that all colleagues, regardless of gender, are aware of and have access to these arrangements. During the period, 12.7% of women and 4.4% of men worked part time.

Family leave: we enhanced our family leave policies and guidance to provide clearer support for colleagues and line managers, including return-to-work planning and reintegration conversations.

Women's Empowerment Principles: we aligned internal actions to the WEPs and prioritised initiatives that address representation, progression and retention.

Women at Gleeds Allies Group: the network provides learning, connection and visible allyship, signposting practical support for colleagues and managers. Over the past 12 months, Women at Gleeds has completed 50+ colleague interviews across roles, grades and regions to shape priorities based on lived experience. First-year focus has been on increasing visibility of women's contributions and building active male ally engagement, recognising that gender equity is a shared responsibility. This work also supports retention, alongside policy improvements such as enhanced maternity pay introduced in the last year.

We have also recognised progress through external visibility and recognition – including six finalists, and two winners in Lifetime Achievement and One to Watch, at the Women in Construction Awards – and by celebrating the achievements of women across our organisation and the wider industry through content and stories. These efforts reinforce Gleeds' commitment to building a workplace where everyone can thrive and help to increase external visibility of women's achievements.

2024 review of action

FIR training for all: After slower completion in 2024, we took a more targeted approach in 2025 by focusing the requirement on managers actively recruiting. This has resulted in around a 35% year-to-date increase in completions compared with 2024. The training supports fair and inclusive recruitment by strengthening awareness of bias, structured decision-making, and consistent assessment.

FIR training for all colleagues has now been re-introduced to foster a culture of diversity and inclusion. We have reviewed our catalogue of D&I learning options and improved how these are communicated, helping colleagues build the knowledge and confidence to create an inclusive environment.

Goal setting and career conversations: All technical employees receive goals aligned to the UK strategy at the start of each year (typically in January). These are then tailored with their manager through quarterly check-ins, providing an opportunity to review progress, adjust priorities and agree on stretch objectives that support development.

Business development mentoring: Two programmes ran with a 39% female / 61% male split among UK delegates – an improved balance relative to the overall gender split. These programmes build commercial exposure, networks and confidence that enable progression.

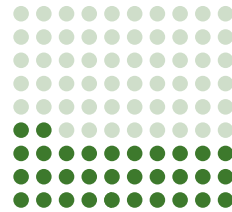
Reverse mentoring: In 2025, we built on our commitment to female development and reverse mentoring will be included in our global female mentoring programme which will launch in 2026. Expected outcomes include strengthening inclusive leadership, improving decision-making by incorporating lived experience, and increasing sponsorship and opportunity for women at key career transition points.

2024 review of action

Early careers

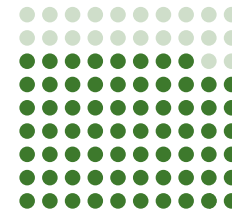
We expanded our outreach to schools and increased the number of work experience placements available to attract a more diverse talent pipeline. Overall, female representation across early careers intake reduced from 32% in 2024 to 28% in 2025, driven by a lower proportion of women in trainee roles. In contrast, the proportion of women in the graduate intake increased from 20% in 2024 to 28% in 2025. Our focus is to convert early interest into sustained progression through targeted development, sponsorship and visible role-model storytelling.

Early career recruitment in 2024



32%

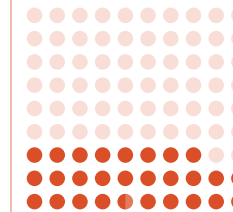
of women



68%

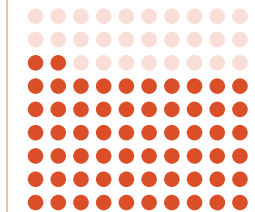
of men

Early career recruitment in 2025



28%

of women



72%

of men

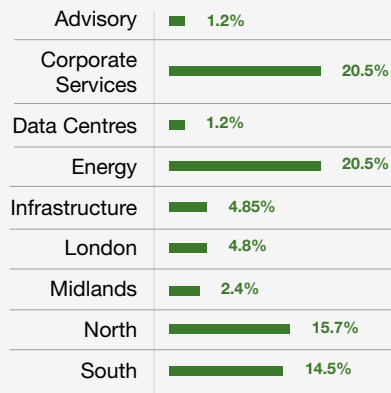


2024 review of action

Whole business recruitment

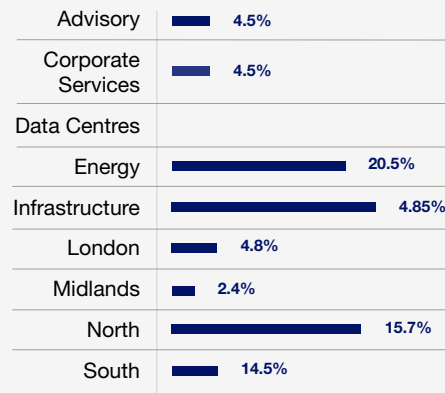
In relation to experienced hires, these results reflect market conditions and underscore the need to engage and attract female talent by clearly demonstrating the benefits of joining Gleeds.

Whole business recruitment 2024



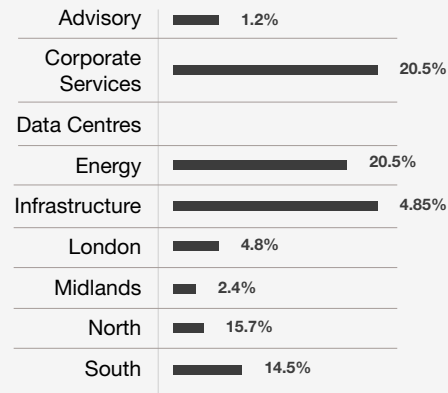
35%
of women, 83 hires

Whole business recruitment 2024



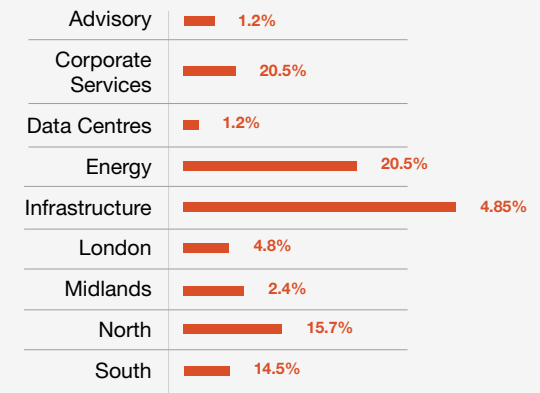
65%
of men, 157 hires

Whole business recruitment 2025



29%
of women, 56 hires

Whole business recruitment 2025



71%
of men, 162 hires

Our commitments for 2026

Looking ahead, our commitments for 2026 are structured around our Employee Value Proposition (EVP) pillars, with practical actions to support attraction, progression, retention and transparency:

Development

Construct a career with purpose:

- Launch the global female mentoring programme and embed reverse mentoring for UK leaders to build inclusive leadership capability.
- Expand leadership pathways and coaching to support women moving into senior roles, with a focus on commercial exposure and sponsorship.

Work

Do work that shapes our collective future:

- Maintain targeted FIR training for hiring managers and interviewers and evaluate the impact on hiring outcomes.
- Use structured interviews and balanced shortlists to reduce bias in selection and promotion decisions.

People

Create connections with brilliant people:

- Strengthen Women at Gleeds and male-ally engagement; use storytelling and role models to increase visibility and build belonging.
- Broaden early-careers outreach (including GDST and TSOC) and amplify sponsorship to support progression from entry roles into future-leader grades.

Culture

Take pride in our diverse and supportive culture:

- Continue to refine flexible working and family leave so flexibility supports progression as well as balance.
- Enhance return-to-work support so colleagues can resume and progress their careers with confidence at every life stage.

Heritage

Benefit from our heritage and global opportunities:

- Explore ways to enhance transparency around pay and reward, including reviewing how we provide guidance on salary and bonus decisions; any potential use of indicative pay bands would be subject to consultation and signoff.
- Strengthen management information and dashboards to track representation and progression by grade, improving data quality and insight reviewed at regional and UK leadership levels.

Our commitments for 2026

Promoting Women's Empowerment Principles (WEPs):

As a signatory of the Women's Empowerment Principles (WEPs), we will continue to promote our shared responsibility, underscoring that gender equality benefits everyone, strengthening collaboration and inclusion.

This will be shown in initiatives throughout the year, including a year-long campaign, launched on International Women's Day, showcasing the voices of our women, aligned to the principles of WEPs.



Concluding remarks by Louise Ellis



Women remain under-represented across construction and the built environment, particularly in senior, revenue-generating and site-based roles. This sector backdrop influences organisational averages and helps explain why senior-level representation is such a strong driver of pay gaps. Our actions therefore, focus on sustained progress in attraction, progression and retention – especially conversion from early careers into future and senior-leader roles and access to commercially significant work.

Progress is rarely linear, but our ambition is clear: a world of opportunity where everyone can belong, grow and make an impact. By focusing on representation at senior levels, strengthening our pipeline and removing barriers at key transition points, we will reduce our gender pay gap over time, while staying true to our Fairness, Inclusion and Respect (FIR) strategy.

Declaration: We confirm that the gender pay gap information contained in this report is accurate.

Louise Ellis
Chief People Officer

1,450

UK employees across

18

offices



Gender Pay Gap Report 2025

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