

Gender Pay Gap Report 2026

Gleeson Developments Limited (Gleeson) has a wealth of experience in construction spanning over one hundred years in both the private and public sectors and working on some iconic schemes across the UK.

At a glance

People: 626

Men: 419

Women: 207

Gleeson Homes

We build much needed high quality, well specified homes that represent exceptional value for money, often in areas where there is a shortage of good quality open market homes. Our mission is to change people's lives through home ownership across the North of England and the Midlands. We help our customers to achieve their dream of home ownership, wealth creation, and the benefits of better health and wellbeing that come from living in a modern, energy-efficient home.



Our values

We are passionate

- We are passionate about building high-quality homes that are affordable.
- We are passionate about our customers and ensuring they enjoy buying their home from us. Where we get things wrong, we aim to put it right quickly and fairly.
- We are proud of the strong relationships we build with our suppliers and subcontractors who work alongside us.

We are collaborative

- We work together collaboratively, with shared goals, where information, knowledge and ideas can be discussed openly, honestly and free from judgement.
- We listen to our customers and work with them throughout their buying journey.
- We collaborate with our external partners and value their part in helping us achieve our goals

We are respectful

- We respect the right to a safe working environment on all our sites and in all our offices and are fully committed to ensuring our colleagues and those who work on or visit our sites and offices return HomeSafe - everyone, every day

Introduction

Our people are crucial to our continued success and share our vision and values. We are committed to ensuring all our colleagues, subcontractors and people connected to our business are kept safe, treated fairly and paid a fair wage. Achieving our objectives relies on having the right people in the right roles, supported through training and development. Our people want to have clear opportunities for their own development and be part of a vibrant, diverse and forward-thinking culture.

We are committed to paying and rewarding all of our employees fairly and equitably for the work they do. We recognise that there is much to do within our sector generally to improve diversity. The proportion of women in our business has remained broadly static at 33% and we continue to work hard to attract women into our most senior positions and also into our traditionally male dominated operational roles.

We are proud to have well established, successful early careers pathways at Gleeson supporting 48 apprentices across a range of disciplines. Our 7 graduates are now in their 2nd year of the program, and we look forward to our next intake in 2027. We are also supporting 19 trainees through their NVQ's and 12 employees through sponsorship of their professional qualifications.



Key achievements

We are pleased to have achieved the following key milestones:

- Over the last 5 years, we have seen a significant increase (233%) in women in our apprenticeship roles and 100% increase in women being appointed into site-based roles.
- We look forward to launching a new competency matrix and career pathway in January 2027 for our sales job family, continuing to support early talent with professional qualifications and a defined career path.
- We continue to train all our employees on equity, diversity and inclusion as standard.
- We sponsored 3 further work placements on the Women into Home Building scheme to date encouraging more women into traditionally male dominated roles.
- We are the proud sponsor of Regeneration Brainery, a not-for-profit organisation who support social mobility and diversity by giving young, brilliant minds a taster into the property and regeneration industries.
- We continue to hold a minimum of 2 talent mapping sessions per year to review talent and discuss career progression and support.
- We have hosted a range of International Women's day activities to support women at Gleeson, including menopause support and women's panel sessions.

Reminder on legislative requirements:

Gender Pay Gap (GPG) reporting became a legal requirement for all UK employers with over 250 employees in April 2017. The gender pay gap is the difference between the average (mean or median) earnings of men and women across a workforce, irrespective of their role or seniority. The GPG compares men and women's average hourly pay across the whole business. The legislation requires a calculation of the mean (average) and median (mid-point) hourly rate based on pay data on 5th April 2026 for each gender. The mean and median bonus pay gap in a 12-month period is also calculated, along with the proportion of men and women receiving a bonus. Percentage quartiles are then calculated by sorting all employees hourly pay in order of largest to smallest and spitting them into four equal groups. The percentage of men and women is then calculated in each of the groups.



Difference between Equal Pay and the Gender Pay Gap

It is important to note that the Gender Pay Gap is not the same as Equal Pay. It is possible to have a Gender Pay Gap and not be in breach of Equal Pay requirements. The Gender Pay Gap is the difference between the average earnings of men and women across the entire workforce, irrespective of their role or seniority. Equal pay is the obligation as an employer to ensure that men and women receive equal pay for equal work.

This report contains the Gleeson Development Ltd (Gleeson) statistics for the pay period containing the snapshot date of 5th April 2026.



What does the data tell us?

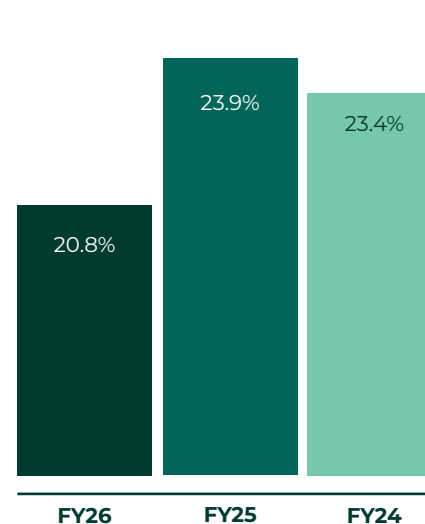
Gender Pay Gap:

In 2026, our median pay gap stayed the same in comparison with the previous year at 21.1%* (against a UK 2026 average 8.1%) of and the mean pay gap decreased from 23.9% to 20.8%* (against a UK 2026 average 10.7%). Since our 2025 report, there has been a marginal 1% decrease in women at Gleeson, equating to just 4 roles in total.

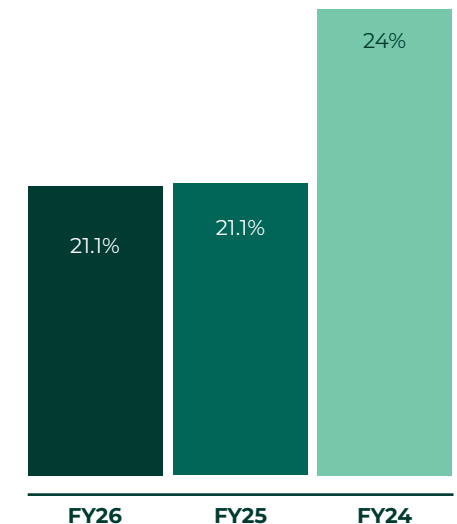
We continue to strive to attract more women into our business and recognise that over time, with support and development, we will see more women reach more Senior roles in the business.

We are pleased that we have started to see a positive trend in the distribution of women within our data, showing that less women this year are being paid in the lower quartile, instead, we have seen an increase in the lower mid quartile and most significantly within the upper quartile.

Mean gender pay gap



Median gender pay gap



Adjusted figures in 2024 and 2025 following correction of an error in the calculation

Bonus pay gap

The mean bonus gap has reduced this year, though women still receive on average £2245 more than men within the business. This is due to the traditional gender biases that exist between roles both at Gleeson and throughout our sector. Women continue to make up the majority of our Sales roles, which attracts bonus and commission and typically, these bonus schemes pay out at higher levels than our male dominated construction roles.

Our initiatives to tackle the gender pay gap are designed to make long term improvements by creating more opportunities for women in traditional male roles alongside clearer routes for women to reach more senior roles. We therefore know that it is unlikely significant improvements will be seen in the short-term. We are improving our internal development schemes, increasing our graduate intake, broadening our apprenticeships and work placement opportunities to encourage more diversity within our business.

We continue to review our benefits offer, review our policies and practices as well as encourage flexible working options to attract and retain women in our business.

Declaration

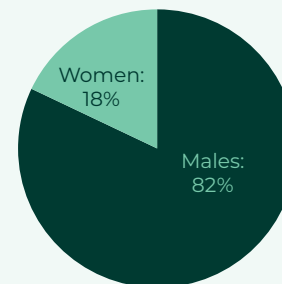
I, Graham Prothero, Chief Executive Officer, confirm that the information in this statement is accurate

Date: September, 2026

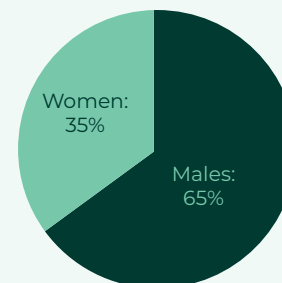


Pay quartiles by gender

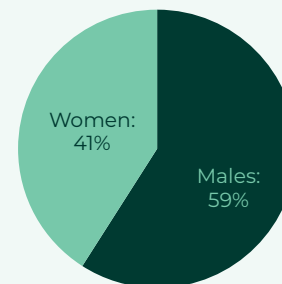
Upper
quartile



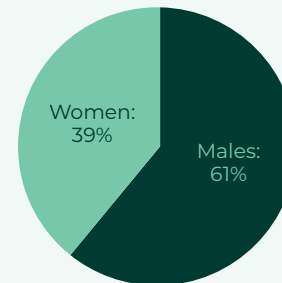
Upper
middle
quartile



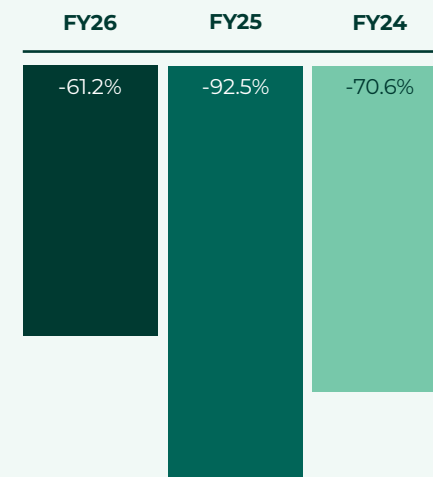
Lower
middle
quartile



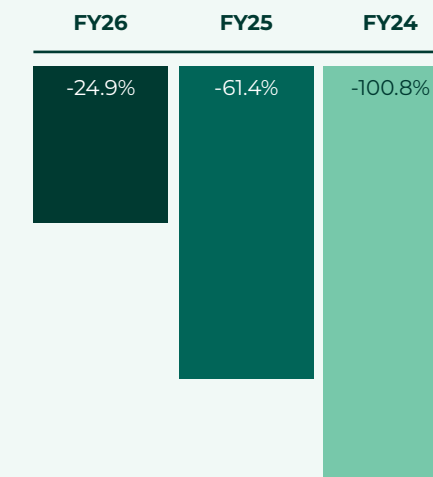
Lower
quartile



Mean bonus pay gap



Median bonus pay gap



Adjusted figures in 2024 and 2025 following correction of an error in the calculation

Long term action plan:



Supporting our Communities

1. We will actively work with local enterprises to support diversity in schools and colleges in our local communities to promote opportunities in home building .
2. We will continue to offer a range of apprenticeships, graduate placements & T Levels each year to support early career employment within our local communities.
3. We will offer work placements with the HBF to encourage women into Home Building.



Recruitment & Selection

1. We will roll out EDI & unconscious bias training for all of our employees.
2. We will explore the possibility of flexible working options for new roles to encourage diversity.
3. We will work with youth employment agencies and other organisations that support attraction & employment of a diverse range of candidates.



Reward & Recognition

1. We observe a transparent reward framework to ensure consistency in our approach to reward to eliminate bias.
2. We will actively encourage innovation and feedback from around the business to drive continuous improvement through our people forum, GleeVoice.
3. We will operate a recognition scheme which recognises and rewards our employees who role model our values and positive culture.



Employee Lifecycle

1. We will review the performance of our people using nine box methodology and ensure that they have meaningful development plans in place.
2. We will actively promote wellbeing by having MHFAs around our business and operate a network to promote positive mental health.
3. We will review our diversity monitoring regularly, such as ethnicity and gender information to improve diversity within our business.
4. We will celebrate difference and promote inclusivity.