

gleeson

we

build

equality

## Gender Pay Review 2019

### What is the Gender Pay Gap?

The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, which require all private-sector and voluntary sector employers with 250 or more employees to publish a range of data based on a standard methodology, were brought before parliament in December 2016. Employers must detail the gender pay gap for their organisation in the pay period in which 5 April (the "snapshot" date) falls in each year from 2017 onwards.

#### The six key metrics required by the legislation are as follows:

- The difference in the mean pay of full-pay men and women, expressed as a percentage,
- The difference in the median pay of full-pay men and women, expressed as a percentage,
- The difference in mean bonus pay of men and women, expressed as a percentage,
- The difference in median bonus pay of men and women, expressed as a percentage,
- The proportion of men and women who received bonus pay;
- The proportion of full-pay men and women in each of four quartile pay bands.

Based on the finding by the Office of National Statistics, the gender pay gap has been declining slowly in recent years. Among full-time employees it now stands at 8.9%, little changed from 2018 when it was 8.6% (not a statistically significant increase). The figure for 2019 represents a decline of 3.3 percentage points from a decade ago – 12.2% in 2009 – but only 0.6 percentage points since 2012. Among all employees the gap fell from 17.8% in 2018 to 17.3% in 2019.

### Why the Gap?

The Gleeson Development Limited ("Gleeson") figures for the pay period in which the snapshot date (5 April 2019) falls are shown below:

#### Mean and Median pay gap 2019


Mean **2.3%** < 2018 **6.5%**      Median **-6.03%** < 2018 **8.7%**


Over the 12 months to 5 April 2019 Gleeson have seen the mean gender pay gap figure continue to reduce from 6.5% to 2.3%. We have seen an increase in female recruitment from 2018 to 2019 within sales executive roles and also apprentice roles. Gleeson are still heading in the right direction when looking at the difference between the average hourly earnings of male and females. The median gender pay gap figure has also decreased from 8.7% to -6.03% which actually shows that females have a higher median rate of pay than males.

#### Mean gender bonus gap 2019

Mean **-87.8%** < 2018 **44.2%**      Median **-250.4%** < 2018 **-209.3%**

#### Proportion of employees receiving a bonus 2019

 Male **63.9%**  
Last year **68.6%**

 Female **91.6%**  
Last year **79.1%**

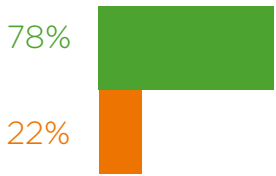
The mean percentage is at -87.8% and the median percentage figure is -250.4% showing that females continue to receive a higher bonus payment than males. Female employees have historically occupied the sales roles at Gleeson. We find that male employees are more attracted to the construction based site roles however we did see the first 2 females commence roles within our site management team.

The sales executive team are part of a commission structure which allows them to earn a commission based on reservations and exchanges plus an incentive bonus. We continue to encourage people of all sexes to apply for both construction and sales roles.

# Pay Quartiles by Gender

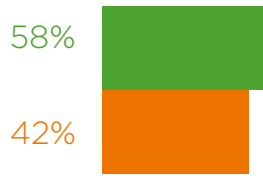
## Band A

Includes all employees whose standard hourly rate places them in the top quartile



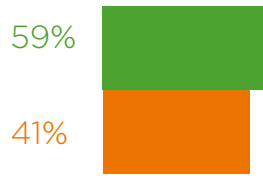
## Band B

Includes all employees whose standard hourly rate places them in the upper middle quartile



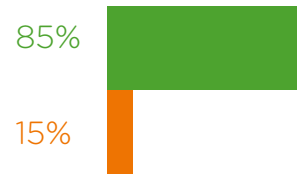
## Band C

Includes all employees whose standard hourly rate places them in the lower middle quartile



## Band D

Includes all employees whose standard hourly rate places them in the lower quartile



**Band A** includes all of the company directors. Of the 11 directors/Heads of Departments, 8 are male. This band also includes a large number of the higher earning managers. Male employees make up the majority of the management team hence the 78% in the top quartile.

**Band D** shows a higher percentage of males to females due to labourers, Fork Lift Truck Drivers and apprentices being included in this band.

## Closing the Gap

Gleeson is an equal opportunities employer and will never discriminate on the grounds of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. We strive to pay employees equally for the same or equivalent work, regardless of their sex (or any other characteristic set out above).

We will continue to carry out pay and benefits audits at regular intervals and managers who are involved in these audits understand the background to pay and benefits and how it impacts their staff.

We are taking part in and sponsoring Women in Construction and Women in Property networking events where we gain more insight into how we can encourage more females into construction.

### Recruit and Retain

We reinforce the message with our internal recruitment team to seek ways of recruiting more females into the construction industry. We continue to look at roles that females occupy and review how our succession planning programme fits in with these roles.

We plan on reviewing our current job descriptions making sure that they are all inclusive.

### Gleeson Apprenticeship Programme

We continue to look at ways we can improve our apprenticeship programme. March 2020 sees the first year we have introduced the Gleeson Apprenticeship Week. We will be arranging Apprentice Hub events at our developments throughout our main regions and promote the numerous apprenticeship roles that we have in different disciplines.

### Diversity and Inclusion Training

Look at developing a D&I workshop for our senior leaders at Gleeson to allow them to focus on aspects, issues and scenarios around this topic.

We still need to make progress on unconscious bias training which will help raise awareness of the impact that it may have on Gleeson and to those who are interested in working for the company.

Any further initiatives will be reported in the annual statements on our website.

## Declaration

I confirm that the information in this statement is accurate.

James Thomson  
Chief Executive

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