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equality

gleeson

## Gender Pay Review 2021

### What is the Gender Pay Gap?

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

### 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 findings by the Office of National Statistics (ONS), the gender pay gap has been declining slowly in recent years, falling approximately a quarter over the last decade. ONS report that amongst full time employees the gender pay gap in April 2021 was **7.9%**, slightly higher than the reported **7.0%** in April 2020 but continuing the downward trend from **9.0%** in April 2019. This years figure represents a decline of 9.5 percentage points since 1997 where we saw a gap of **27.5%** and 1.2 percentage points from 9.1 in 2017 when reporting of the Gender Pay Gap began. Among all employees the gap fell from **18.4%** in 2017 to **15.4%** in 2021. (Note: 2021 ONS figures are provisional)

## Why the Gap?

The Gleeson Development Limited (“Gleeson”) figures for the pay period in which the snapshot date (5 April 2021) falls are shown below:

### Mean and Median Gender Pay Gap 2021

**Mean 15.3% (2020: -2.02%)**

**Median 11.4% (2020 -43.14%)**

Over the 12 months to 5th April 2021 Gleeson have seen the mean gender pay gap figure increase from -2.02% to 15.3%. This is following a complex year in 2020 where data was affected by the Covid-19 pandemic, many of our employees were omitted from the calculations due to furlough. This year 599 employees were included in the calculation against 261 in 2020. Gleeson are still working 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 increased from -43.14% to 11.4% which whilst an increase is better than the top 40 median in our industry for 2020 of 26.2%.

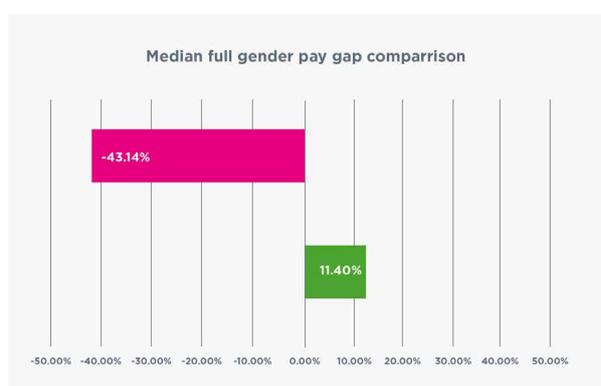
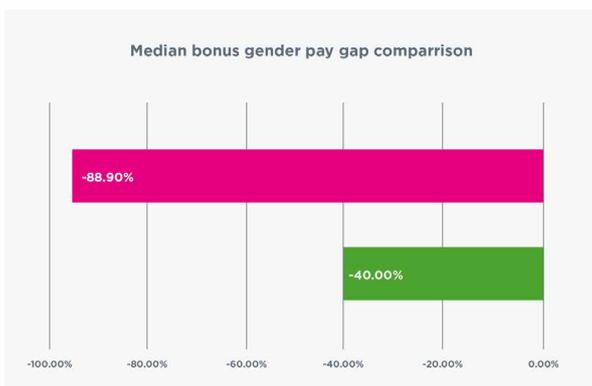
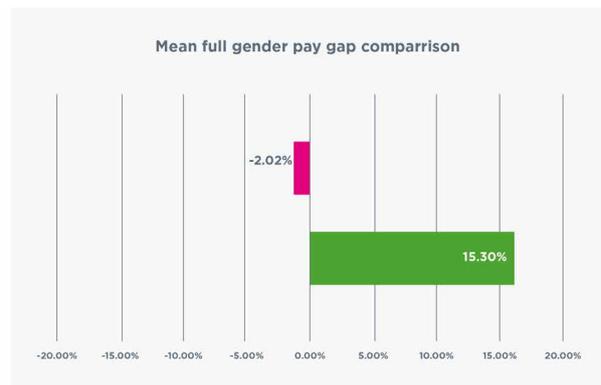
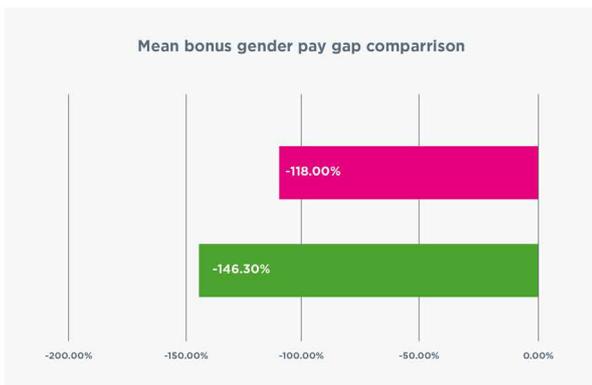
### Mean and Median Gender Bonus Gap 2021

**Mean -146.3% (2020 -118.0%)**

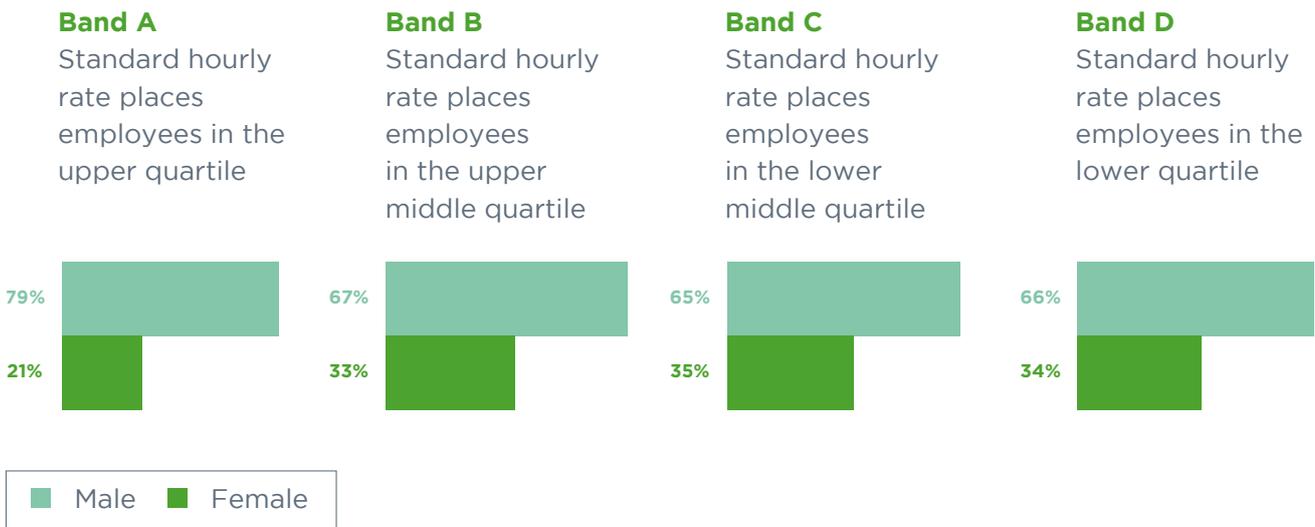
**Median -40.0% (2020 -88.9%)**

The proportion of male employees receiving a bonus is 82.9% (2020: 78.63%) and the proportion of female employees receiving a bonus is 89.3% (2020: 90.81%).

The mean percentage is at -146.3% and the median percentage figure is -40.0% showing that females continue to receive a higher bonus payment than males. Female employees have historically occupied the sales roles at Gleeson. At the time of the calculation 86.6% of the sales roles were occupied by females. 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 find that male employees have historically favoured construction based site roles, however, we now have three females within our site management team. We continue to encourage people of all genders to apply for both construction and sales roles.



## Pay Quartiles by Gender



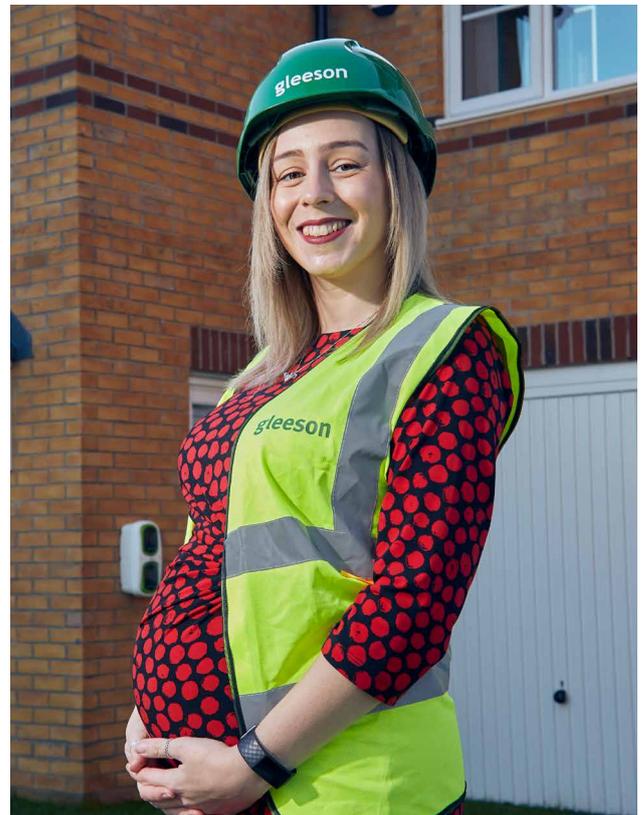
**Band A** includes all of the company directors. Of the 26 directors, 23 are male. This band also includes a large number of the higher earning managers. Male employees make up the majority of the management team hence 79% in the top quartile.

Females are almost equally split across the remaining three bands with **Band D** showing 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 with managers who are involved in the audits who understand the background to pay and benefits and how it impacts their staff.

Gleeson is respectful of the fact that the gender identification that employees have on record may not match how the employee self-identifies and that some employees may not identify as either male or female. Gleeson recognise the importance of gender equality and inclusivity and for data purposes colleagues identified as non binary are classified as the gender recorded at the time of reporting.



## Recruit

We continue to seek ways of recruiting more females into the construction industry by working in partnership with Women into Construction and Women in Property. Over the past 12 months we have recruited more apprentices and graduates that are female, promoting and investing in women in construction.

In March 2020 we had our first Gleeson Apprenticeship week and March 2021, whilst virtual due to the pandemic, was no different. 2022 will see our third Gleeson Apprenticeship week where we will invite all prospective apprentices to understand Gleeson – our business model, our culture and our vacancies. We continue to look at other departments within the business that could offer apprenticeship programmes to have a balance of male and female apprentices. In the past year we have recruited 11 land graduates, eight of which were female. We intend to commence a recruitment drive for commercial graduates during 2022 and will continue to drive the openings for females in our commercial function.

## Train

Towards the end of 2021 Gleeson recognised the importance of Organisational Development and created a dedicated function within the HR team. Organisational development within Gleeson is centred on the continual enhancement of knowledge capabilities of our employees across both genders, as the foundation of organisational effectiveness in all fields.

## Retain

We continue to look at roles that females occupy and review how our succession planning programme fits in with these roles including commencement of talent mapping which included placing many of our employees within a performance versus potential nine box grid. We now review these grids on a six monthly basis and over the past 12 months many of our internal promotions have seen females taking more senior roles. We regularly review our current job descriptions making sure that they are all inclusive.

## Declaration

I, James Thomson, Chief Executive, confirm that the information in this statement is accurate



Date: 31st March 2022



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