

Gender Pay Gap Report 2024



Samantha Couchman,
Assistant Site Manager

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.

Gleeson Homes

We build affordable, quality homes, where they are needed, for the people who need them most. Our mission is to change people's lives through home ownership; we build high-quality affordable homes across the North of England and the Midlands. We help our customers to achieve their dream of homeownership, wealth creation, and the benefits of better health and wellbeing that come from living in a well designed, energy-efficient home.

At a Glance:

People: 659

Men: 448

Women: 211

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 of our offices and are fully committed to ensuring our colleagues and those who work on or visit our sites and offices return Home Safe - everyone, every day.
- We are respectful our customers, colleagues and partners by listening to them and treating them equally and fairly.
- We undertake our business in an ethical way, and we respect the environment .

We recognise the importance of gender equality and inclusivity and understand that the gender identification that employees have on record may not match how all employees self-identify as some employees may not identify as either male or female. For data purposes none of our colleagues identified as non-binary at the time of reporting

Introduction

Our people are crucial to our continued success, embodying our vision and values which permeates at every level of our business. 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.



Sara Rochelle,
Senior Ecologist

We are committed to ensuring that steps are in place to improve diversity within Gleeson. Our gender balance is up slightly from last year to **32% women** and **68% men**; however, we need to do more to attract women into our most senior positions and also into our traditionally male dominated operational roles.

We are proud to have well established and successful early careers pathways at Gleeson, currently employing 58 Apprentices across a range of disciplines. We are in progress with creating a new graduate program, which will be ready in 2025, and we also support T Level students, bringing a wealth of rich and diverse talent to all parts of our business. We continue to work with schools and colleges in our local communities allowing us to promote opportunities within the housing sector, breaking down any stereotypes that exist. We look forward to strengthening these relationships with our recently appointed Early Talent Ambassador roles who will be dedicated to promoting career pathways at Gleeson for young people in under-represented groups, looking specifically at improving our gender and ethnicity mix and improving social mobility.

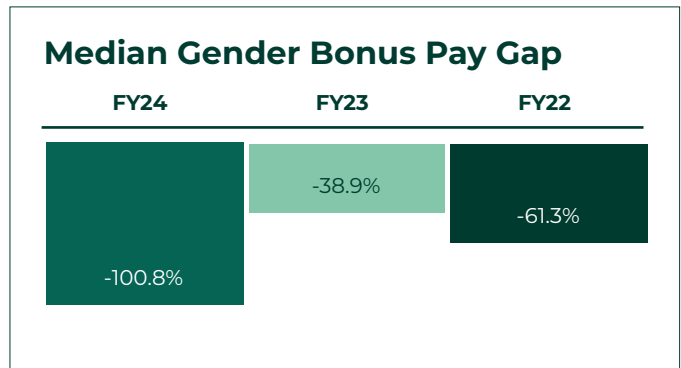
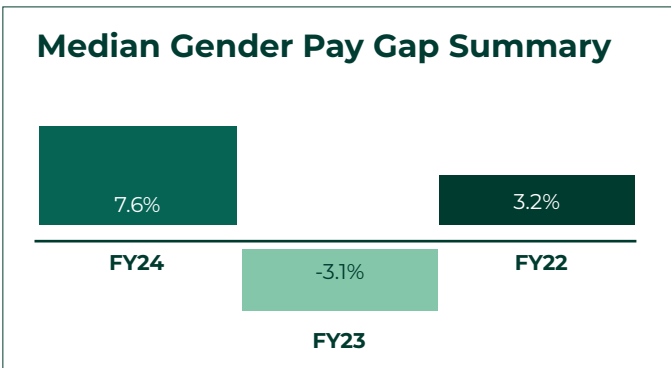
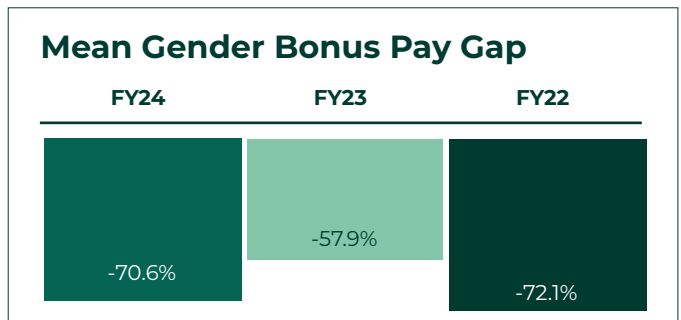
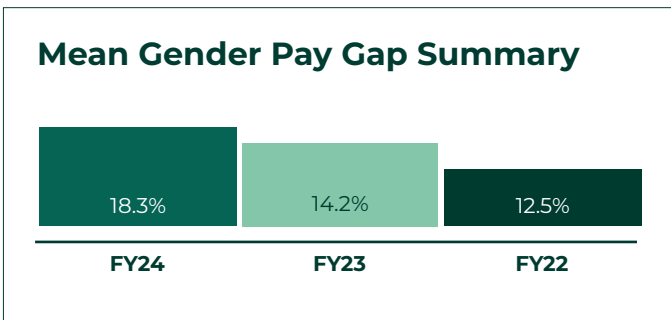
In January 2025, we will be launching our equality, diversity and inclusion strategy, which will set out clear objectives in improving diversity at Gleeson. We are proud to have been the first house builder to sign up to the Real Living Wage Foundation and continue to operate a clear and transparent pay and benefit frameworks for all of our employees, which support our people to flourish.

What Does the Data Tell Us?

In 2024, our mean pay gap increased by 4.1% to 18.3% and the median pay gap has increased by 10.6% to 7.6%. Whilst we have had an overall 2% increase in the number of women within the business, these have been predominantly within middle management and operational levels. Within the period, we have had a 4% decrease in women in senior management which has impacted our pay gap. Whilst the variance in headcount is low in real terms, even a small change in our relatively small population will produce variation in the pay gap.

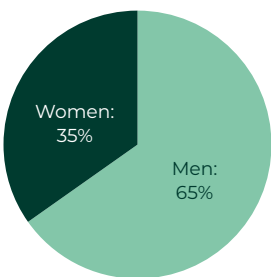


Fiona Beddoes,
Land Manager

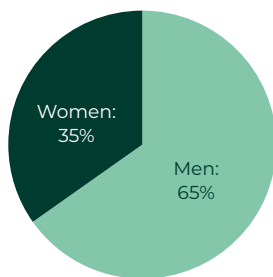


Proportion of men and women by pay quartile

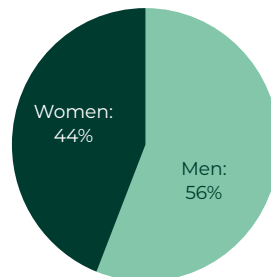
The employee population split into four quartiles, showing the highest to lowest hourly rates, and the gender split within each quartile.



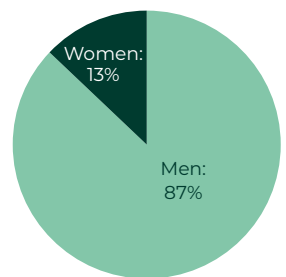
Lower quartile



Lower middle quartile



Upper middle quartile



Upper quartile

Bonus Pay Gap:

The mean bonus gap has increased in 2024, with women receiving on average £2,388.83 more than men within the business. This can be explained as a result of 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 have tended to 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 changes 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 all areas of our business.

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.

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 Gleeson Homes business. The legislation requires a calculation of the mean (average) and median (mid-point) hourly rate based on pay data at 5th April 2024 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.

Long Term Action Plan:



Supporting our Communities

- We will actively work with local enterprises to support diversity in schools and colleges within our local communities to promote opportunities in the house building sector.
- We will continue to offer a range of apprenticeships, graduate placements and T Levels each year to support early career employment within our local communities.
- We will offer work placements with the HBF and other bodies to encourage women and other diverse groups into house building.



Recruitment and Selection

- We will roll out EDI and unconscious bias training for all of our hiring managers and senior management team.
- We will explore the possibility of flexible working options for new roles to encourage diversity and encourage women in our business.
- We will work with youth employment agencies and other organisations that support attraction and employment of a diverse range of candidates.



Employee Lifecycle

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



Reward and Recognition

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

Declaration

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

Date: November 2024