

Gender Pay Gap Report 2025

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.



Gemma Sowerby,
Assistant Site Manager

About Gleeson

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.

At a glance:

People: 623

Men: 412

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 achieve 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 Home Safe - everyone, every day.
- We are respectful of 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.

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 ensuring that steps are in place to reduce our gender pay gap and recognise that there is much to do within our sector generally to improve diversity. We continue to work hard to attract women into our most senior positions and also into our traditionally male dominated operational roles.



We are pleased that the proportion of women at Gleeson is increasing, rising a further 2% from last year to a total of 34% women and 66% men.

Key achievements

Since our last report we have made a number of important, positive steps in support of our EDI commitments;



1. In January 2025, we launched our Equity, Diversity & Inclusion strategy, which sets out a milestone plan for how we will improve diversity across our business.
2. We launched our new EDI Policy, enhanced our maternity, paternity and shared parental leave policies, whilst encouraging flexible working to support employees with family and caring responsibilities.
3. We have trained over 200 of our employees on equity, diversity and inclusion.
4. We sponsored 5 work placements on the Women into Home Building scheme to date and plan a further 2 by the end of the year, encouraging more women into traditionally male dominated roles.
5. We have implemented system improvements to allow us to more accurately track and monitor improvements to our diversity mix.
6. We held talent mapping for all our employees to identify how best to support our diverse range of talent progress through the business.
7. We reviewed our recruitment practices to ensure that we are attracting diverse range of talent to Gleeson.
8. We held a leadership development day specifically for women who wanted to progress to a leadership role in the future.



Rhianon Hancox,
BIM Manager

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 and 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 2025 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.

Diversity in early careers

We are proud to have well established and successful early careers pathways at Gleeson supporting 47 apprentices across a range of disciplines. We launched our graduate program in September, bringing 7 highly talented individuals into our business; we look forward to working together as they shape their careers. We also support 18 trainees through their NVQ’s and 8 employees through sponsorship of their professional qualifications. We encourage diversity in our recruitment to attract the best possible talent from our communities.

What does the data tell us?

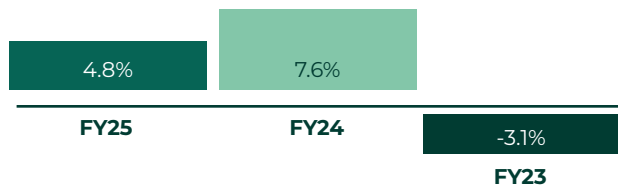
Gender pay gap:

In 2025, our median pay gap decreased from 7.6% to 4.8% (against a UK 2024 average 7%) and the mean pay gap decreased from 18.3% to 17.5% (against a UK 2024 average 13.3%). Since our 2024 report, there has been a 2% increase in the overall proportion of women within the business. These roles have been predominantly within the upper, upper middle and lower middle quartiles.

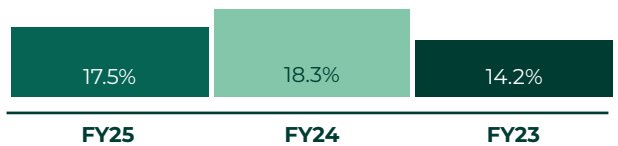
We feel the median average represents a more accurate view of the pay within our business; representing the middle.

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.

Median gender pay gap summary:



Mean gender pay gap summary:



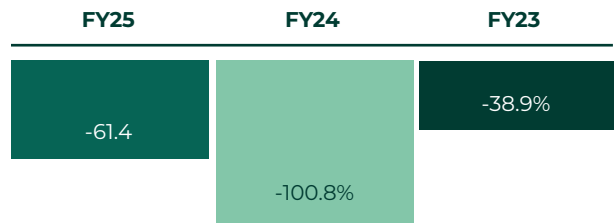
Bonus pay gap

The mean bonus gap has increased in 2025, with women receiving on average £2734 more than men within the business. This can be explained as a result of the traditional gender mix differences 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.

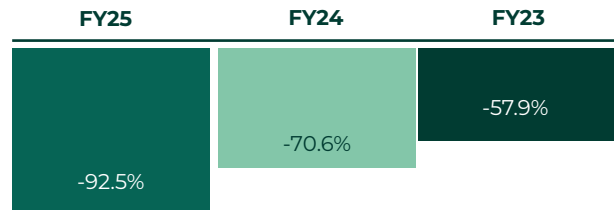
Our initiatives to tackle the gender pay gap are designed to make long term improvements by creating more opportunities for women in traditional male roles alongside clearer routes for women to reach more senior roles. We therefore know that it is unlikely significant improvements will be seen in the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

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

Median bonus pay gap summary:

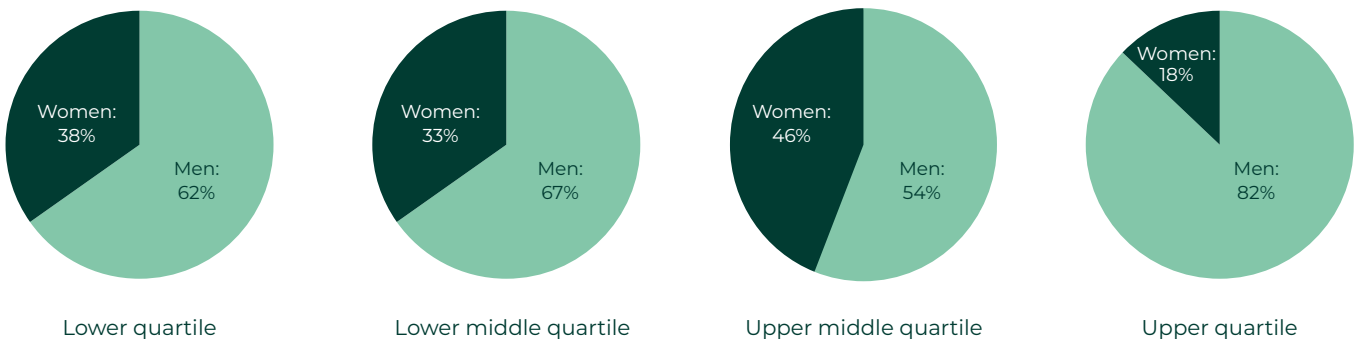


Mean bonus pay gap summary:



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.



Long term action plan



Supporting our communities

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



Recruitment and selection

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



Employee lifecycle

- We observe a transparent reward framework to ensure consistency in our approach to reward 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.



Reward and recognition

- 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.
- We will celebrate difference and promote inclusivity

Declaration

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

Date: November 2025

