

gleeds

Fairness, inclusion and respect at Gleeds

**Designed for everyone.
Built together.**





Our journey A foreword from Louise Ellis

At Gleeds, we are committed to creating a workplace where everyone feels respected and valued as individuals. Our focus on diversity and equality has strengthened in recent years, with the launch of our new global Fairness, Inclusion and Respect (FIR) strategy in 2022. With FIR at the core of our business, we can be sure that the way we engage with societies across the globe is consistently fair, inclusive and respectful.

As a major employer with an established growth agenda, we recognise the impact that we can have on our people and the communities in which they work, live and play. Fulfilling and well rewarded careers are integral to positive mental health, purpose and wellbeing. And an inclusive culture helps us to thrive, to think differently, and to build long lasting relationships with our colleagues and clients.

Already we are making big leaps forward when it comes to Fairness, Inclusion and Respect – as this report will demonstrate. It is our collective responsibility to continue to progress and learn more about this area and I'm looking forward to the next chapter in our journey.

LOUISE ELLIS
CHIEF PEOPLE OFFICER, GLEEDS

Our **Fairness, Inclusion and Respect Vision**

**To build a fair, inclusive,
and respectful workplace
that supports everyone to
achieve their potential.**

Fairness, inclusion and respect at Gleeds

Continuing to create a fair, inclusive and respectful workplace is, as it always has been, a top priority at Gleeds. We know that a diverse and inclusive environment is essential for bettering the lives and communities of those we work with, for and around. So we place it at the heart of everything we do, every day.

Our governing principles of Fairness, Inclusion and Respect (FIR) lay the foundation of our approach to diversity and behavioural equality. They are embedded in our strategies and management structures and reflected continually in our everyday operations.

In every facet of their role, we encourage everyone at Gleeds to both embrace and demonstrate these principles, which we define as:



Fairness

Fairness reflects how the workplace is perceived. It incorporates both employee perceptions of fairness and justice; where justice refers to respecting the rules and fairness is about the impartiality of those rules.



Inclusion

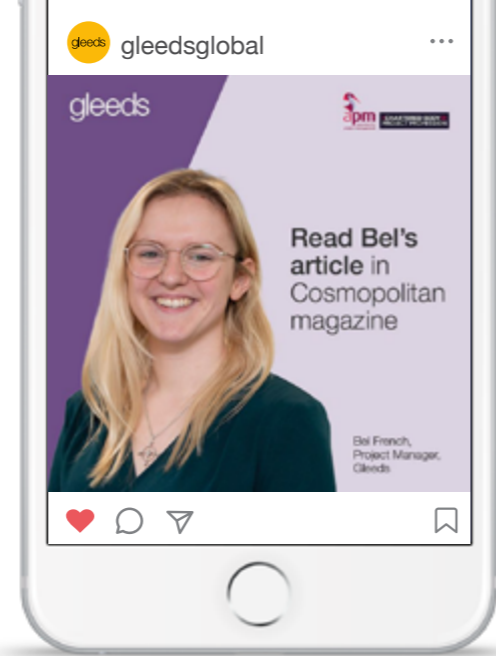
Inclusion refers to how individuals feel in the workplace; how we respond to being included and whether the structures and cultures of Gleeds provide an inclusive environment for everyone.



Respect

Respect is about how individuals treat each other. Generally, we are most productive when treated with 'due regard to the feelings, wishes and rights of others'. As such, we all have a responsibility to treat others with respect.

Together with our aligned values and behaviours, our FIR principles will continue to enhance our approach to equality, diversity and inclusion, **where we aspire to create and champion real, positive, industry-wide change.**



A strategically aligned, agile approach

Our Fairness, Inclusion and Respect (FIR) strategy is aligned with, and embedded in, our business strategy – as well as our values and behaviours. It is neither an initiative, nor is it a legislative, tick-box exercise. Instead, it is an integral, guiding framework that grows and develops with our overarching strategy to ensure that equality, diversity and inclusion are continuously encouraged across every aspect of our business.

The foundation of our FIR strategy has been based on our commitment to two of our key United Nations Sustainable Development Goals – ‘employee wellbeing’ and ‘workplace equality’. It is our belief that these two goals mirror our ongoing ambition of creating the healthiest working environment possible for our people.

Good employee health and wellbeing is of paramount importance for ensuring a fair, inclusive and respectful workplace.



With gender equality comes greater workplace fairness, inclusion and respect.



Employee wellbeing

When our employees are provided with the means to ensure their good health in an environment that values individual wellbeing, they feel included and respected. The positive results in an environment like this are mutually beneficial, with individuals of all characteristics and levels of seniority working for their own health, as well as that of the business.

Workplace equality

Although we work to reduce all inequalities at Gleeds, we are directly targeting gender equality because of the inherent challenges associated with the built environment sector. Striving for gender equality, especially regarding gender pay gaps and recruitment levels, is a focus of our strategy.

Collectively Shaping the Gleeds of tomorrow

Our aims

It is important to us that we continue building a fair, inclusive and respectful workplace that supports everyone in achieving their potential.

But we acknowledge the challenges our industry faces in achieving this. That is why we have identified key drivers for FIR within Gleeds which acknowledge these challenges and seek to address them.

Retain, attract and develop the best talent

By improving our workplace diversity, we will better represent and serve the areas we operate within. Equal opportunity across the board ensures Gleeds is striving to create a workforce where true talent can be realised.

Build a workforce fit for the future

One of our goals is to build a diverse workforce, reflective of the many different ways Gleeds approaches the built environment and capable of solving the complex problems of tomorrow's world.

Work as 'One Gleeds'

Working as 'One Gleeds' is not to say we are a single-minded group that lacks diversity. Instead, it shows we are a business that embodies our FIR values irrespective of individual cultures, beliefs, demographics or geographies.



Collectively Delivering the Gleeds of tomorrow

Our priorities

With our key drivers front of mind, we have identified a further three strategic priorities. Each priority outlines the route our FIR strategy will take, globally, supported by actions and measures, that will provide more specific deliverables with actionable outcomes.

Continuous improvement

We will continually monitor the outcomes of our commitment to being an inclusive employer, sharing and learning from best practice across the industry. Using our data on representation, recruitment, turnover and promotions to identify where we can capitalise on FIR opportunities.

Leadership and vision

We will ensure senior accountability for improving diversity and inclusion using inclusive behaviours as a model to encourage fair and respectful leadership. Meaning FIR best practice is cascaded throughout the business.

People and culture

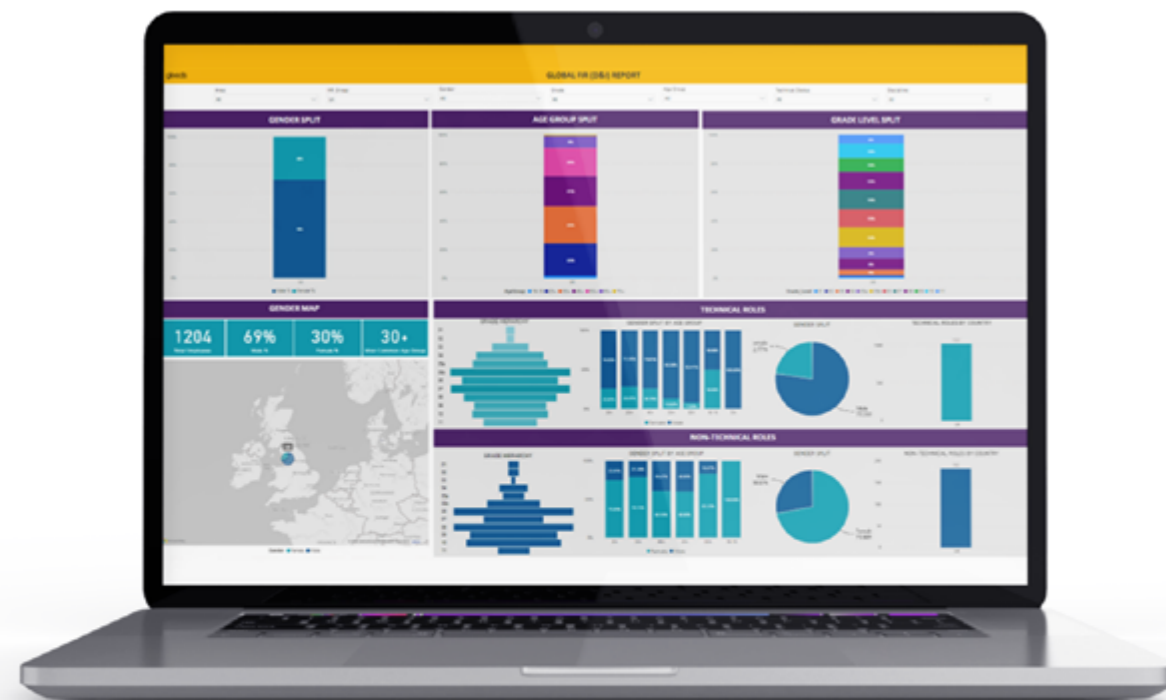
We will continue to focus on building a diverse, inclusive and supportive working environment that encourages the development, progression and retention of our people, whilst also building a culture of cohesion and respect.



Working towards a more inclusive future, now

Leading from the front

At Gleeds, our leaders and line managers embrace the FIR principles for the benefit of their teams, their individual team members, business units, and, ultimately, our clients. To cement our existing approach within the business, we have introduced an FIR Global Council. Our Council reports to the ESG Steering Group and meets quarterly to track global progress, share best practice and support regional action plans.



Live, interactive dashboards provide transparency of data on our FIR progress: Using these dashboards, our leadership teams are able to dissect our employee data, take a broader look at our business' global gender split and action real-time, impactful strategies.



Monitoring our performance

Moving forward, the continual progress of FIR at Gleeds will be monitored and assessed against a global Inclusion Standard provided by The Clear Company. As a result of working through eighteen tasks, including reviewing existing internal policies with a specific, trans-inclusion lens, we were awarded Bronze accreditation. This global framework allows Gleeds' regional business units to create impactful strategies entirely bespoke to their regional needs and requirements.

Doing things differently

We have introduced an FIR course to aid our people when recruiting new talent. By taking the time to build the skills and awareness of employees when seeking to attract, identify and engage the 'right' people, we can save both resources and time – as well as ensure FIR is embedded from the outset.

FIR leadership & governance

Executive Board

Our Executive Board is responsible for driving and creating a fair, inclusive and respectful workplace culture. The FIR strategy is led by Louise Ellis, Chief People Officer, and it is agreed and championed by all members of the Board.

ESG Steering Group

Our approach to FIR feeds into our wider ESG strategy, which is led by Michelle Regent, Head of ESG. The global ESG steering group meets monthly to drive ESG progress and reporting in the three areas of People / Projects / Planet.

FIR Council

Established in 2022, the FIR council is led by Louise Ellis, Chief People Officer, with the purpose of defining the strategy and embedding it globally. The FIR council meets quarterly to track FIR commitments, share best practice and identify regions/countries requiring further input.

Allies Groups

Our allies have a voice to effect change, share perspectives and raise awareness:



LGBTQ+



Carers & Families



Diversability



Veterans



Race



Gender

FIR in numbers

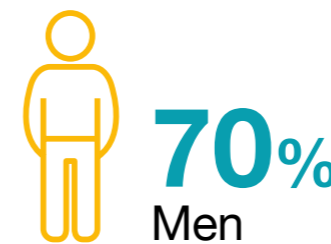
This data provides an overview of the Gleeds global workforce as of the start of 2023.

Understanding the demographic composition of Gleeds is key to indicating where our FIR priorities should lie. We always keep track of the gender split of our employees globally so that we make sure we effectively implement our FIR strategy to increase diversity across all of the regions in which we operate.



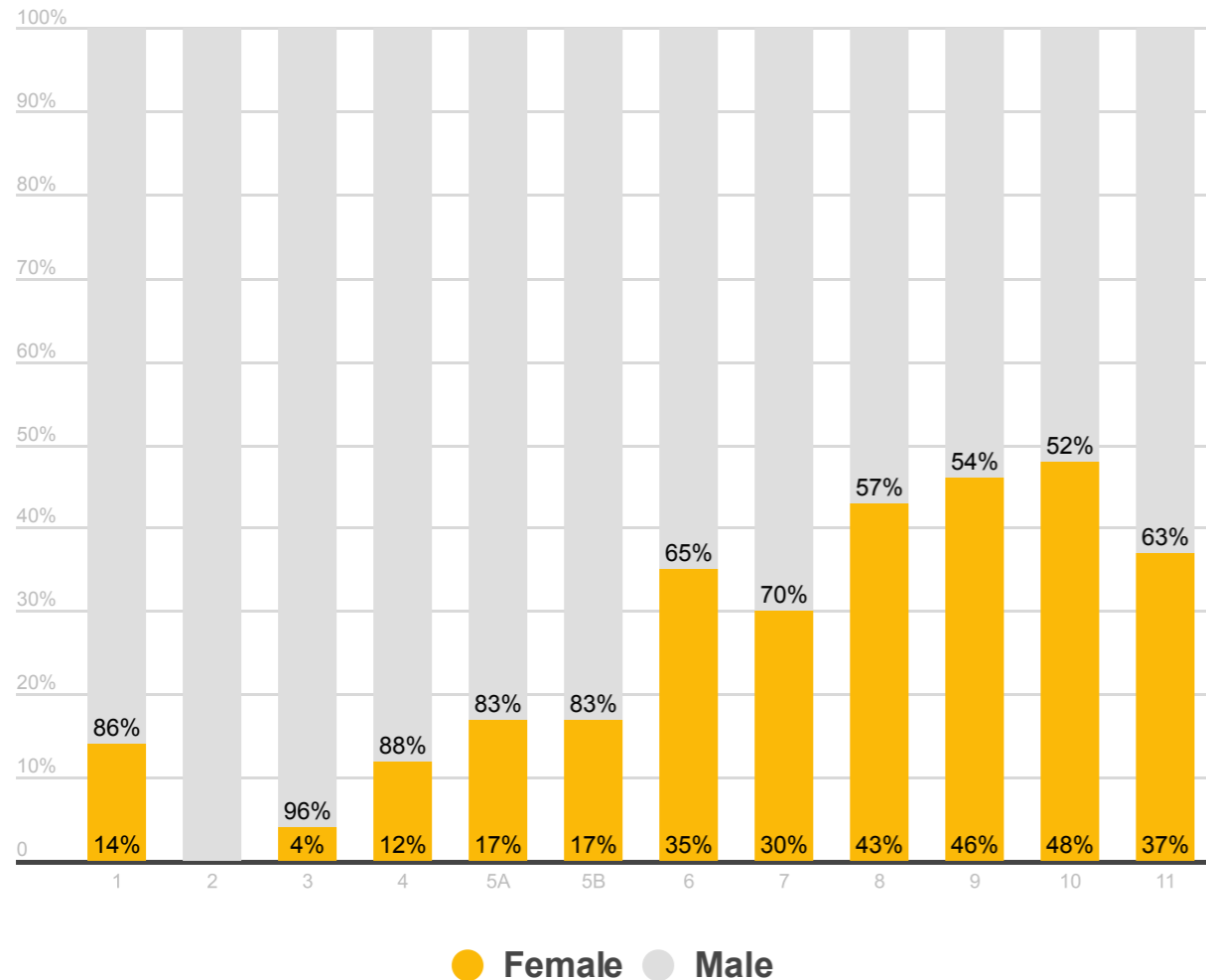
2,525

Total number employees globally



Global gender profile by grade

We use data dashboards to understand the makeup of the Gleeds workforce in more detail. We can see our employee data broken down by gender, grade, and country, for example. This means that we can identify patterns in the data across the globe to help us set accurate, region-specific FIR targets.



We acknowledge that there are noticeably more men than women in the senior positions the Gleeds. Whilst the gender split is more equal in lower grade roles, by continuing to attract, retain, and facilitate the ongoing development of our female employees, we will be able to spread this equality throughout all levels of roles.

We have numerous initiatives in place to level the playing field and provide equal opportunities for everyone. Our work with Clear Assured is a good example of this. Having achieved our Bronze accreditation, we are now working towards Silver by finding and retaining talent through inclusive frameworks.

Graduate recruitment

We focus on diverse recruitment, especially at graduate level. Year-on-year we are getting closer to our 50:50 gender split graduate recruitment target to ensure that an equal pool of emerging talent will become our inspiring future leaders.



33% of our **2022** graduates are **female**

The gender mix globally


The gender split of Gleeds employees is better in some places than it is others. Spain, Hungary and Germany, for example, have almost reached an equal 50:50, gender mix. Additionally, around half of the other offices have a 30:70 split that is continuing to become more even. We work as 'One Gleeds', and so achieving a fair, inclusive, and respectful environment through a good gender mix globally is a collaborative effort.



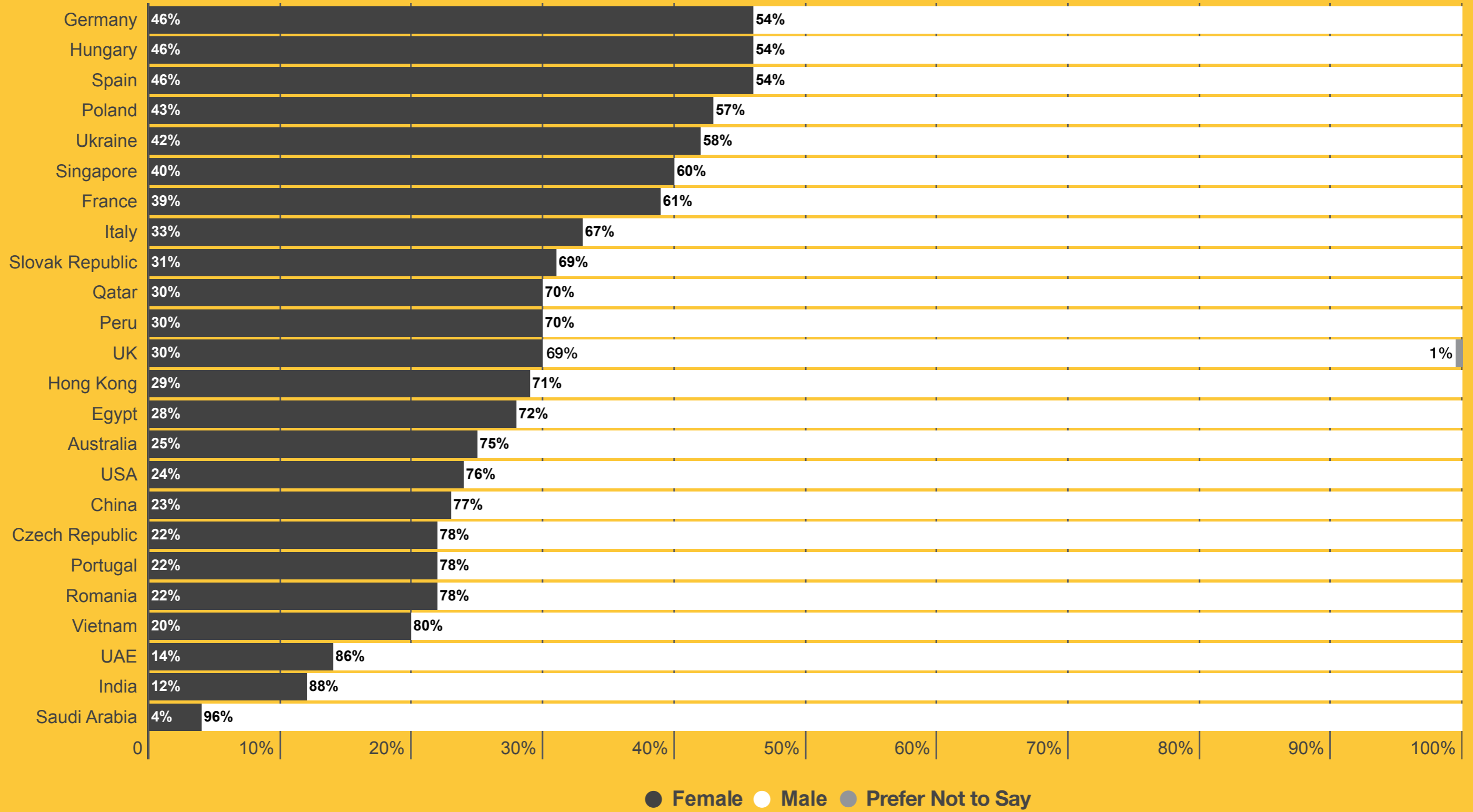
54%
Men



46%
Women

 Better gender mix in **Spain, Hungary** and **Germany**

Our global gender mix



Our achievements to date



Implementing Eploy – a recruitment system which allows us to track and monitor employee metrics



Committed to 100% 'blind' CV recruiting



3.1% reduction in the Gender Pay Gap (2020) – with a commitment to reducing the pay-gap average to a minimum of 20%



Increase in uptake of female graduates between 2018 – 2022, working towards our goal of achieving a 50/50 split between genders



Launched the menopause policy, training and support guide



Awarded Bronze level accreditation by The Clear Company: an external global inclusion standard



Platinum partners of Black Professionals in Construction (BPIC)



Allies for Inclusion groups to actively promote and advance our culture of inclusion



Signatories of the Women in Rail Equality, Diversity & Inclusion Charter and the Women in Nuclear Industry Charter, demonstrating our commitment to diversity and equality



Awarded the Armed Forces Covenant

FIR recognition





CASE STUDY

Our strategy in action: **HS2**

A high-speed journey toward greater equality, diversity & inclusion

Our ongoing work on the High Speed 2 Ltd (HS2 Ltd) project is a great example of where our FIR strategy is strongly moving in the right direction; with various Equality, Diversity and Inclusion (EDI) commitments and programmes already in place and having a positive impact.

HS2 & our SEE commitments

SEE stands for Skills, Employment and Education. Gleeds and our supply chain partners are committed to supporting HS2 in the engagement of a highly skilled and diverse workforce.

- Supporting a Future Talent Strategy to establish a working group of HR directors and Training directors
- Working to reach the full potential of the Apprentice Levy funding to enable the delivery of skills and apprenticeships
- Continually embed EDI throughout the organisation and supply chain to attract diverse talent. We will achieve this by advertising through a range of sources, including government job portals, engaging local organisations such as Career Ready and Muslims in Rail C.I.C. to actively reduce skills shortages and diversify workforces

HS2 & our EDI commitments

As a consultant for the HS2 programme, Gleeds is ensuring the delivery of EDI. The general framework of our EDI scope operates within the following structure:

- The promotion of EDI by ensuring compliance with our employer's EDI policy and the Equality Act of 2010
- The appointment of an EDI representative, who will be the primary point of contact for all EDI-related matters
- The implementation of EDI policies, including equal pay and the monitoring of workforce diversity
- The following of an EDI strategy, which involves a range of plans – such as an EDI training plan and an EDI supply chain plan



Our strategy in action: Partnering with Black Professionals in Construction

talks at Gleeds, and our Chief People Director, Louise Ellis, was a keynote speaker at their 2021 anniversary event. In addition, BPIC content has featured heavily in our 'Allies of Race' group, where our people have shared events, recordings of talks, videos, and articles – serving as inspiration, creating action, and sparking worthwhile discussion.

"I genuinely believe that this Midlands launch was amazing, and the changes that we can bring through this will be felt throughout the construction industry."

Nirali Patel, Executive Project Manager

The network has seen impressive growth in London since its launch in 2019. In 2021, Gleeds' Nirali Patel attended the annual BPIC Awards as a finalist for their 'Rising Star' award. And in early 2022 work began on launching BPIC Midlands, the first expansion outside London. It went on to launch in April 2022, supported by the Gleeds Birmingham office. It now provides the Midlands BAME community with career support and networking opportunities.

The event was hosted at our Gleeds' Birmingham office, led by Rumbi Nambureti (BPIC) and Gleeds' own Nirali Patel. With a Midlands regional focus, the event was an opportunity for cross-organisational knowledge sharing, discussion, and networking. We covered topics from attracting and retaining diverse talent to what a good FIR strategy looks like.

"The whole idea is to be able to network and learn from other businesses, to be able to share our own experience at Gleeds. I hope we can make connections so that we can work together to continue to make our journey a great one."

Kate Williams, People Director UK

Our work with Black Professionals in Construction (BPIC) began in 2020, with 2022's BPIC awards marking our second anniversary as a Corporate Member. Engaging with BPIC as a Platinum Partner, we have committed to leading the way in raising diversity and inclusion awareness.

BPIC provides a networking platform to black and ethnic minority professionals in the construction and built environment. It also addresses the lack of diversity within the industry, collaborating with businesses across various initiatives including career awareness, career support, networking opportunities, and increasing senior-level representation.

Together BPIC have helped us understand how we can create a more inclusive environment, raising awareness within the industry. Since our partnership began, their founder Amos Simbo has hosted many



'Rising Star' winner at the 2022 BPIC Awards. Jordan Maginley, Assistant Quantity Surveyor, London office

This is the second year running that Gleeds has a Rising Star finalist. We hope to nominate many more in the future.



Stepping in the right direction

Despite the improvements that we make every day at Gleeds, we still face numerous challenges. It is no secret that one of the greatest downfalls within our industry is the lack of diversity of employees. So we know we still have work to do. However, by continuing to build a fair, inclusive, and respectful working environment for everyone, we are confident we can address these challenges.

Moving ahead, our key FIR goals for 2023 are:

- To achieve silver accreditation from the Clear Company, an external global inclusion standard
- To embed the FIR strategy across all global regions in which we operate; building on our live data dashboards to set regional FIR targets
- To continue to champion Fairness, Inclusion and Respect across our industry

At Gleeds, we know the journey to a **fairer, more inclusive working environment**, where everyone feels they are appreciated and respected for who they are, starts with all of us, today.

gleeds

“Be yourself, everyone
else is already taken.”

Oscar Wilde

