

2021-2022

Bruntwood Gender Pay Gap report

SECTION

1

Executive summary

SECTION

2

An introduction from our CEO

SECTION

3

The calculations

SECTION

4

Our numbers — Bruntwood group

SECTION

5

The impacting factors

SECTION

6

What have we done over the last 12 months?

SECTION

7

And the rest

SECTION

8

What will we do over the next year?

Section 1

Executive summary

As part of our continuing commitment to diversity and inclusion, we are pleased to be able to share our Gender Pay Gap report for April 2022.

We use two different methods to analyse our data - median and mean. Median shows the midpoint of pay at Bruntwood, while mean looks at the difference in average hourly pay across the whole organisation.

While we have a legal requirement to publish our gender pay data for Bruntwood Management Services Limited (BMSL), we believe that it is important to also include gender pay data for Bruntwood SciTech, a 50/50 joint venture between Bruntwood and Legal & General. We have therefore included data which includes Bruntwood SciTech and reflects a more complete picture of our gender pay gap across the Bruntwood Group.



Mean gender pay for Bruntwood Group

14.49%

We are pleased to report that our mean gender pay gap for Bruntwood Group has reduced **by 6.32% to 14.49%**

Median gender pay

-12.40%

And our median gender pay gap has grown even more favourable to women and stands at **-12.40%**.

Mean gender bonus

33.86%

Our mean gender bonus pay gap has also reduced **by 4.54% to 33.86%**

Median gender bonus pay gap

-15.63%

Whilst our median gender bonus pay gap has shifted more favourably towards women, to **-15.63%**

Our quartile analysis highlights an increased male representation within our lowest quartile, and an increase in female representation within the upper middle quartile.

Section 2

An introduction from our CEO



**“Maintaining
the spotlight on
gender equality.”**

An introduction from our CEO

This is the fifth time that we’ve reported Bruntwood’s gender pay gap. It’s the perfect chance to take stock and reflect, reminding us all of the importance of maintaining the spotlight on gender equality, and to really understand the drivers that may be holding this back. Our commitment to diversity and inclusion extends far beyond compiling this report, and we now have a well established governance structure and strategic programme to help support Bruntwood to become a more diverse and inclusive place to work.

The property industry has long been thought of as being a boys’ club. We have a responsibility, not just to our own colleagues but to the wider sector, to help to break down these preconceptions

and to become more inclusive of talent from across our cities; irrespective of background. To help us to do this, we have for many years looked at how we can support young people into a career in property; through work experience, apprenticeships, supported internships and through our support of Manchester & Hideout Youth Zones.

We continue to build on this, and in 2022 launched our partnership with Regeneration Brainery, supporting their work across our regions. Bruntwood thrives when our communities thrive, and this partnership working reflects our acknowledgement and commitment to supporting the ecosystem in which we operate to tackle inequality and promote equity.

One of our core propositions for our colleagues has been to enable them to “shape their world” and it is vital that all of our colleagues, irrespective of gender, have the opportunities to do so. It’s therefore particularly pleasing to see that our mean gap has reduced both within BMSL and across the wider Bruntwood Group. This introduction and the report provides me with the opportunity to shine a light on some of the fantastic women who work within Bruntwood. I consider myself fortunate to be able to work alongside some inspirational men and women; without whom Bruntwood would not be as innovative, resilient and ultimately, successful.

A handwritten signature in black ink that reads "Chris Oglesby". The signature is fluid and cursive, with a large 'C' and 'O'.

Chris Oglesby
Chief Executive, Bruntwood

Section 3

The calculations

The calculations

Since 2017, all UK companies with 250 people or more need to publish their gender pay data - covering both salaries and bonus payments. Alongside that, we also need to report on the percentage of men and women in each pay quartile. We published our first report in April 2018 which covered a snapshot of data taken on 4th April 2017. This report covers data taken on 28th April 2022 for the hourly rate of pay. We then used the parameters of May 2021- April 2022 for the bonus analysis. Analysis was completed in line with government guidelines. The mean calculation is the difference between the average hourly earnings, or the average bonus amount, of men and women at Bruntwood. The median calculation is the difference between the midpoint of the hourly rates, or bonus amount, between men and women.

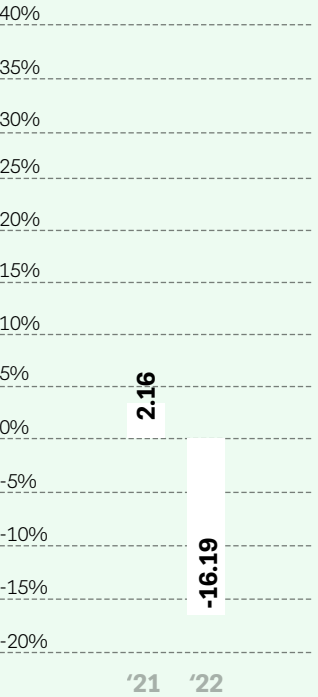
Whilst both equal pay and the gender pay gap highlight any differences and disparities in the pay women receive in the workplace, they do focus on two completely different issues. Under the Equality Act 2010, men and women in the same employment performing equal work must receive equal pay. Whereas the gender pay gap is a measure of the difference between men's and women's average earnings across a business and is shown as a percentage of men's earnings. Bruntwood is strongly committed to the principles of equal pay, and we have robust processes to ensure that pay is reviewed and awarded based on competency, experience and performance, not on gender or any other factor.

Section 4

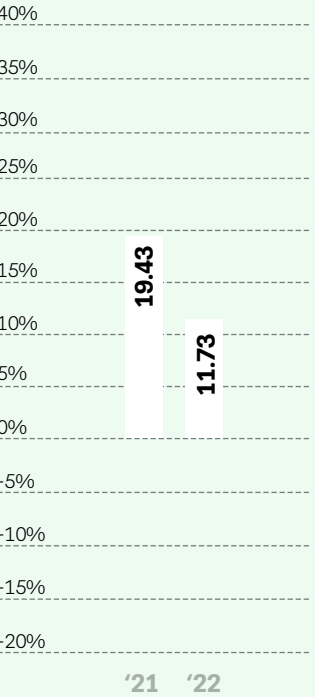
Our numbers — Bruntwood group

BMSL

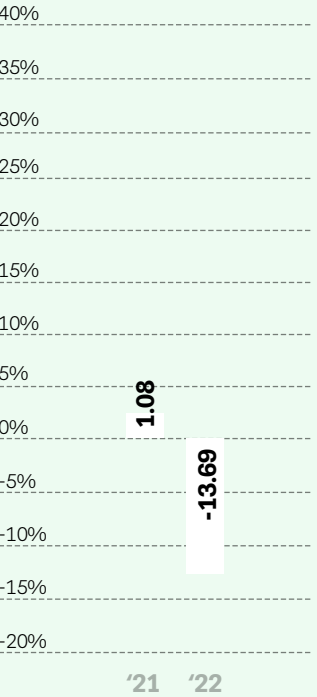
Median Gender Pay Gap



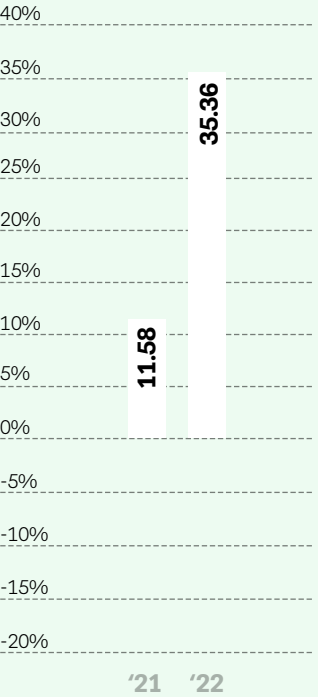
Mean Gender Pay Gap



Median Bonus Gap



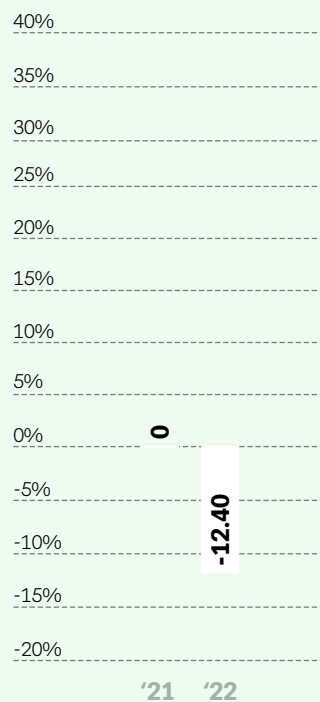
Mean Bonus Gap



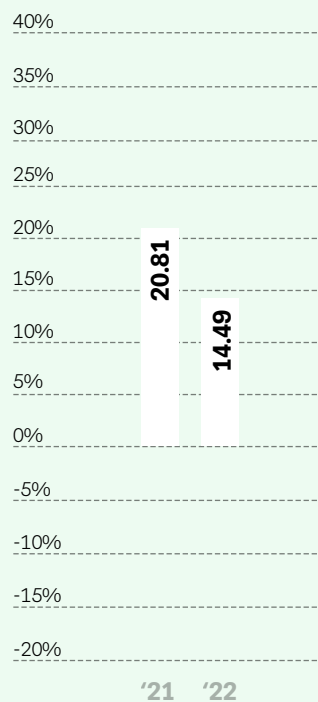
** please note that our 2021 figures were based on calculations that included individuals pay before any salary sacrifice agreements including pension deductions. The comparison is therefore not an exact like for like, but our analysis shows that it has not significantly changed the results.

Bruntwood Group: BMSL & Bruntwood Scitech (excluding Unify)

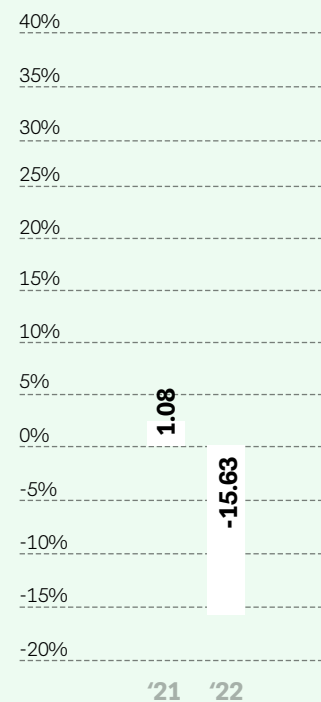
Median Gender Pay Gap



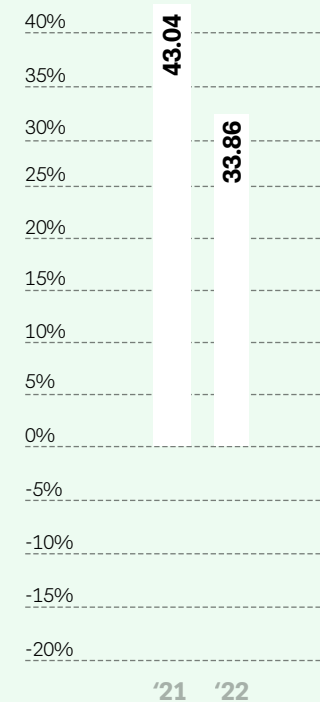
Mean Gender Pay Gap



Median Bonus Gap

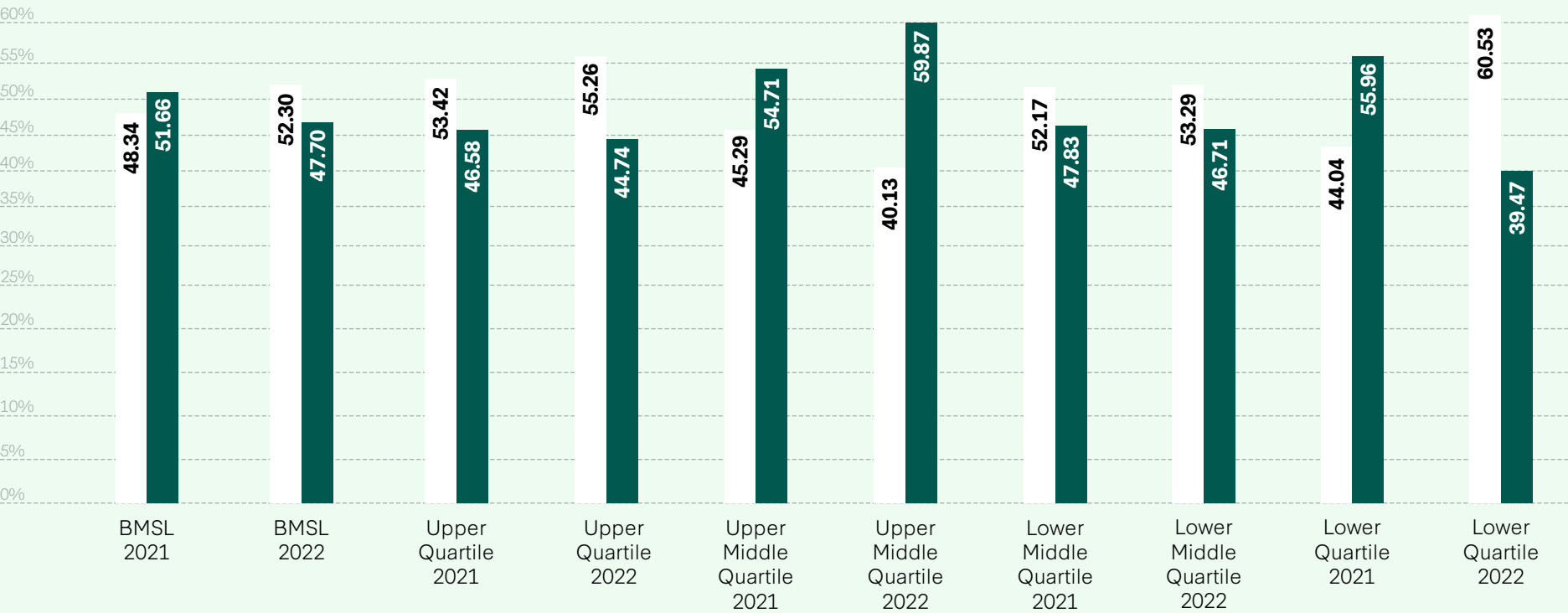


Mean Bonus Gap



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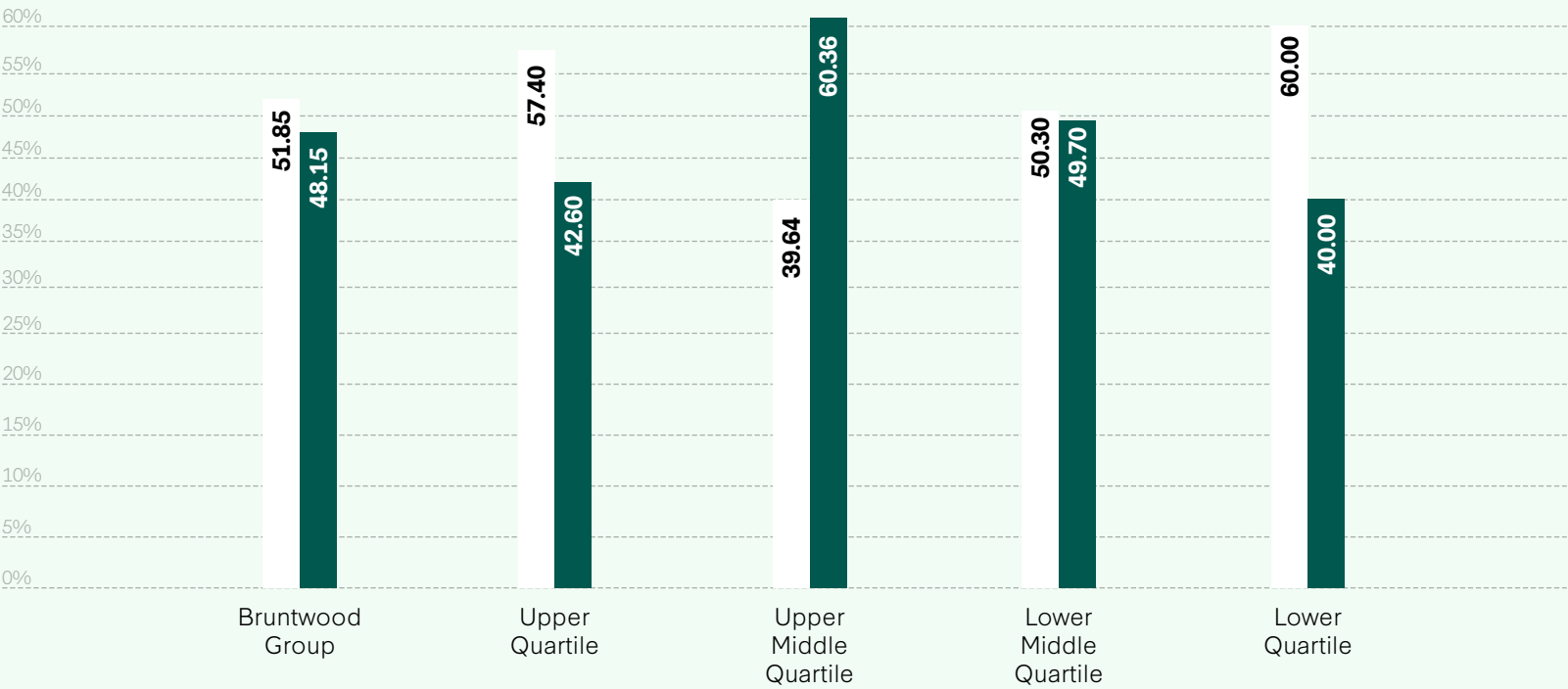
Bruntwood in 2022 - BMSL



** please note that our 2021 figures were based on calculations that included individuals pay before any salary sacrifice agreements including pension deductions. The comparison is therefore not an exact like for like, but our analysis shows that it has not significantly changed the results.

Male Female

Bruntwood Group (excluding Unify)



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Male Female

Between April 2021 and April 2022 51% of new starters across the Bruntwood Group were female, and 57% of leavers were female

While the statistics and this gender pay gap report are vital, and an important tool to understanding how we can progress women's equality at work, we also believe that it's important to reflect on how our colleagues feel. Each year we do a colleague survey and ask a number of questions on different areas including around leadership, progression, reward & recognition and diversity & inclusion such as:

I am able to have quality conversations about my role & development - Female colleagues scored 70% - Male 66%.

I receive appropriate recognition for good work - Female colleagues scored 64% - Male 59%.

My manager (or someone in management) has shown a genuine interest in my career aspirations" Female colleagues scored 66% - Male 64%.

I believe my benefits package (excluding pay) is equal to or better than what is offered by similar employers Female colleagues scored 72% - Male 59%.

We continue to focus on ensuring that all our colleagues feel included and have a sense of belonging at Bruntwood and so it's pleasing to see that our female colleagues are reporting a high level of engagement. But the engagement survey also tells us where we need to be placing more emphasis, and so the next phase of our D&I programme will focus on progression and how we support colleagues, irrespective of background, to progress in the way that best suits them.

Section 5

The impacting factors



The impacting factors

If we look deeper into the data and analyse the pay gap in each of the quartiles, we can see that our mean pay gap relates to the composition of our upper quartile, and different roles that women and men generally fill at Bruntwood. When considering the roles of our female leaders, many have roles which command a lower salary when benchmarked within the wider labour market. This means that while representation of women at a senior level is strong, the roles command a lower salary, and therefore affects our pay gap. Of our top 50 earners, 16 are women, and we have a number of male leaders who have been with the business for a considerable time whose pay reflects this.

In previous reports, we highlighted that one of the reasons for our pay gap has been the lack of female representation in traditionally male dominated industries including Building & Construction, which has a particular impact on our bonus gap.

During 2021 we started to recruit for 6 new apprentices within the Building & Construction team, designing a recruitment campaign to attract the widest range of candidates.

We have now welcomed our new colleagues, 5 of whom are women

Section 6

**What have we done over
the last 12 months?**

What have we done over the last 12 months?

In our 2021 report we set out a number of new initiatives that we hoped to introduce which would support Bruntwood to become a more diverse and inclusive place to work, representative of the cities that we live and work in.

We have introduced a brand new reward and recognition programme with more accessibility, visibility and variety in how we reward our employees.

We launched a new digital communications and engagement platform; BHive, which enables colleague voice and sharing of stories and opportunities. The platform has also allowed colleagues to make connections, and assisted with the formation of community groups; including a Menopause Network.

We launched a new performance and development framework, 'Learn & Grow' and as well as a new system, Kallidus, to help colleagues have better quality career conversations, introducing quarterly check-ins, and providing more guidance, training and support for both managers and colleagues to use the Learn & Grow Framework to effectively support their personal development.

Sitting alongside the Learn & Grow Framework, we have communicated a new and refreshed approach to pay, supporting all colleagues to have pay discussions at least once a year and with additional emphasis on transparency and fairness.

We also introduced new and innovative learning products and content through our digital learning platform; including new modules on Equality Law which all colleagues are required to complete.

We introduced a brand new leadership development approach, focused around the growth mindset, inclusive and empathetic leadership and resilience.

We now have an enhanced wellbeing strategy, alongside our network of Wellbeing Champions, with a structured wellbeing engagement plan, to ensure our colleagues know about the services, amenities and networks they can access.

2021 also saw us launch of our updated D&I strategy, targets and programme, supported by a regular communications plan, which incorporates:

- Targets around a gender balanced workforce.
- A reduction in our gender pay gap and gender bonus gap
- The launch of an allyship scheme, helping us to ensure that we are working towards and addressing the things that matter to our colleagues.
- The introduction of refreshed people and recruitment practices informed by an external consultants D&I audit.

Diversity & Inclusion is one of Bruntwood's key strategic projects, with a dedicated programme manager, Board level sponsor and regular engagement from the rest of Bruntwood's board; including our CEO Chris Oglesby. As a key strategic project, all colleagues are encouraged to map their own personal objectives against our strategic priorities; helping to embed a culture of responsibility for D&I across the whole of Bruntwood.

Section 7

And the rest

And the rest

Flexible Working

The Covid pandemic has brought many issues and ideas to the fore; including shining a light on the inequalities that exist in our society to the detriment of us all. One of the positives for many has been the ability to utilise flexible working; an increased openness about mental health; and understanding of the challenges that those with caring responsibilities in particular face in balancing their home and work lives.

Bruntwood has always looked to support colleagues to work flexibly where appropriate for them and the business, and all colleagues can request flexible working from day one of starting at Bruntwood.

We really value, and have missed, having our colleagues come together, sparking new ideas and innovating - and as a provider of workspaces, we have many roles that simply can't be done remotely. In addition to our flexible working policy, we have also introduced core hours for office based colleagues, allowing them to work in the way that suits their day.

Shining a light on the menopause

Women make up nearly half the UK workforce and a large percentage will be dealing with, or approaching menopause or perimenopause, meaning they will be managing the symptoms associated with that at work. We know that some people can feel uncomfortable talking about menopause - which means that colleagues may suffer in silence while experiencing a wide range of symptoms that can affect their physical as well as mental health.

Bruntwood want to raise awareness of menopause, empower colleagues to talk about it and support them with the symptoms and effects on their physical and mental health. This is why we have partnered with [balance](#) to offer colleagues the enhanced version of their menopause app, balance+. balance is certified by the leading digital health organisation, ORCHA, who review and approve health apps for the NHS and multiple national health bodies around the world. balance+ is the world's first medically approved health and wellbeing companion, tailored to the needs of perimenopausal and menopausal women.





We have also encouraged colleagues to learn more about menopause, whether this is for those personally experiencing menopause, a partner or family member experiencing it, or to prepare colleagues for the future. We have held a number of events to help support colleagues to learn more. These have included a panel discussion for both colleagues and customers in May 2022 with Dr Rebecca Lewis from Newson Health, Gaelle Lalahy from balance+, Jane Oglesby Chair of the Shared Health Foundation & trustee of the Oglesby Charitable Trust; and Bruntwood's CEO Chris Oglesby. The event was hugely successful, with capacity attendance, and positive comments from a number of those who went.

▶ [Click to watch the video](#)

Supporting our colleagues progression

We have continued to shine a light on some of our female colleagues, celebrating their successes. Our 2021 International Women's Day campaign explored the theme of breaking the bias; and we shared [Susy's](#) story. Susy is Bruntwood's Head of Connectivity, and in this video she talked about her experience and any hurdles she's found as she's carved her career path at Bruntwood.

To support colleagues to have meaningful conversations and personal development plans we continue to offer colleagues the opportunity to join our mentoring programme. Research has shown that women particularly value the support that a mentoring relationship can bring to help build self confidence; navigate challenges and help to build their careers. Bruntwood's mentoring programme reflects this with women making up 78% of participants. In 2022 we will be relaunching our mentoring programme to include different options for colleagues and encouraging more of our senior leadership teams to take part; both as mentors and mentees - recognising that a mentoring relationship is at its strongest when both parties are learning something new.

Working with our communities

At Bruntwood we have always realised that our success is dependent on the success of the communities that we work in. We have a role and a responsibility to the wider property industry and our cities to bring forward talent and to tackle barriers to opportunity. With this in mind we have renewed our relationships with Regeneration Brainery, and PlacED; both organisations work to encourage individuals from communities that are underrepresented within the sector to consider a career in property.

One of the longer term impacts of the Covid restrictions has been on the opportunities and experiences for children and young people. As restrictions have eased we have placed a renewed emphasis on providing work experience and workplace visits to Bruntwood. We target these experiences to individuals who may not usually have access to these opportunities; primarily through our charity partnerships including with [Manchester & HideOut Youth Zones](#) in Manchester, and Into University which is also supported by the Oglesby Charitable Trust

We have also continued to support organisations who have a focus on helping encourage more women to get into digital and tech, and more broadly to encourage interest in STEM. InnovateHer and Digital Her are just two organisations who do fantastic work in this area, along many of Bruntwood's customers including Northcoders and ADA College.



Section 8

What will we do over
the next year?



What will we do over the next year?

Our analysis shows that our mean gender pay gap is driven by the composition of our upper quartile, and while change will take time we know that we need to maintain a focus on how we develop talent within Bruntwood. Helping to support more women into traditional male (and potentially higher paid) career paths. And so:

- We will develop reporting and gather data to develop a greater understanding of progression within Bruntwood; so we know who is progressing and within what timeframes and helping us identify if there are any barriers or challenges that we need to tackle.
- We will explore how we can raise awareness and accessibility of internal opportunities; supporting colleagues understand different roles within Bruntwood and improve transparency so that everyone is aware when opportunities arise.
- Sitting alongside this we will embed understanding and use of Bruntwood's career wheel. This will help support colleagues understand what areas they may need to focus on to support their progression, and support our continued emphasis on transparency and enabling all colleagues to be able to shape their world.

Declaration

I can confirm that the figures set out in this paper have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

These have been verified by our HR & Finance departments.

A handwritten signature in white ink, reading "Chris Oglesby". The signature is fluid and cursive, with the first name "Chris" and the last name "Oglesby" clearly distinguishable.

Chris Oglesby
Chief Executive, Bruntwood