



2020-2021

Bruntwood gender pay gap report

SECTION

1

Executive
summary

SECTION

4

Our numbers
Bruntwood
Group

SECTION

7

The impact
of Covid

SECTION

2

An update
from Chris
Oglesby - CEO

SECTION

5

Our
makeup

SECTION

8

What we've
done over the
last 12 months

SECTION

3

The
calculations

SECTION

6

The impacting
factors

SECTION

9

What the next
12 months will
look like

Section 1

Executive summary

To give a comprehensive overview of our progress and current trajectory, we have combined both our 2020 and 2021 data into a singular report.

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.



Gender median gap for Bruntwood Group

0%

The median gender gap is **0%** for Bruntwood Group (**2.16%** for BMSL). This is compared to - **4.52%** in 2020 and - **20.04%** in 2018, so in previous years the median was more favourable to women.

Bonus gap

reflects a similar story with the median, reducing to

1.08%

Our bonus gap reflects a similar story, with the median reducing to **1.08%** in 2021 from **17.16%** in 2020 and **-1.89%** in 2018, while the mean increased slightly to **43.40%** from **41.04%** in 2020 and **41.92%** in 2018

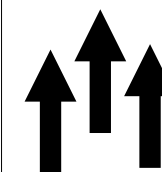
Gender mean gap has increased to

20.81%

The mean gender gap has increased to **20.81%** for Bruntwood Group (**19.43%** for BMSL) compared to **11.35%** in 2020 and **10.55%** in 2018. This is reflective of the representation of longstanding and experienced senior male leaders within Bruntwood

Quartile analysis

highlights an increase in female representation



This mean gap is also reflected in our quartile analysis, which shows that while we've had an increase in female representation across all quartiles, men continue to command the highest paid roles.

These results are impacted by several factors:

- While we have a legal requirement to publish our gender pay data for Bruntwood Management Services Limited, 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 whole of the Bruntwood Group.
- Since our last report Bruntwood has undertaken significant organisational change. In 2018, we moved a number of staff to Bruntwood SciTech and in 2020, formed Unify by Bruntwood and Cubic Works by Bruntwood. These significant changes to both the makeup of departments and composition of our Senior Leadership Team, are a contributing factor to the increase in our mean gender gap figures.



Section 2

An update from Chris Oglesby - CEO



“A truly diverse and inclusive workplace brings huge benefits.”

An introduction from our CEO

For many, when we reflect on 2020, our overriding memories will be that of the Covid pandemic and subsequent lockdowns. While this has been a huge focus for us, we haven't been distracted in our continued efforts within Bruntwood to create a diverse and inclusive workplace.

Through this work, our median pay gap has closed, however I'm disappointed to see that the mean gap has widened. This discrepancy illustrates the importance of our ongoing work in ensuring that the Bruntwood community has balanced representation across all demographics, not just gender.

I'm pleased to say that despite the turmoil, Bruntwood's commitment to a fair and equitable society has been unwavering and we have made a number of positive interventions, particularly on uplifting some of our lowest paid employees through a review of our Property Services salary bandings, and our commitment to being a Real Living Wage Employer. On the other side of the spectrum, the makeup of our Senior Leadership team is well balanced and has been boosted by the number of female appointments made into key roles.

Additionally, I was pleased to see that unlike some businesses, Covid doesn't seem to have disproportionately affected our female colleagues, with no real imbalance in people that were furloughed in April 2020, or that took up the option for flexible furlough in September 2020. This is testament to the vitally important roles female colleagues play in the business; but also to the support and flexibility we were able to provide to everyone.

Having said all of this, addressing the imbalances remains a priority, which is why Diversity & Inclusion remains a key strategic project for the business. I truly believe in, and am passionate about, the business benefits of diversity. They are urgently needed across the business world.

Inclusivity doesn't necessarily follow diversity - it is up to us to create an environment that fosters cultures of inclusivity.

Alongside this, we are focused on how we bring our colleagues together once again to work more collaboratively. We have started by prioritising our understanding of perceptions of our culture, as well as ways of working, via our annual engagement survey. Over the coming months and years, we'll continue to explore how we can best support flexibility and agility in a way that suits our colleagues, customers and the business. We need our workspaces - and the benefits a creative and collaborative environment brings - to suit everyone but also support the brilliant culture and the opportunities for learning and development that we already have.

I'm also resolute that we will continue our focus on colleague wellbeing far after the pandemic has ended. Our wellbeing programme encompasses so much support for our colleagues as well as providing bespoke support for female colleagues with benefits such as shared parental leave and menopause support.

We have a significant role to play in changing the stereotypes that have long been associated with the commercial property sector and I am proud and determined to continue this work. There are strong signs that we are still heading in the right direction and we want to celebrate our journey, while recognising that we still have work to do. We're committed to continuing to build a business that is diverse and reflects the communities we live and work in. We will seek to champion and celebrate unique backgrounds, perspectives, voices, experiences, and ideas, because that makes us a better business to work in, to work with, and ultimately, helps us to Create Thriving Cities.

A handwritten signature of Chris Oglesby in black ink.

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 is our fourth annual report and covers data taken on 28th April 2020 and 28th April 2021 for the hourly rate of pay (in line with the pause implemented following the Covid pandemic). We then used the parameters of May 2019- April 2020 and May 2020- April 2021 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 mid point of the hourly rates, or bonus amount, between men and women.

And how is it different to equal pay?

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.

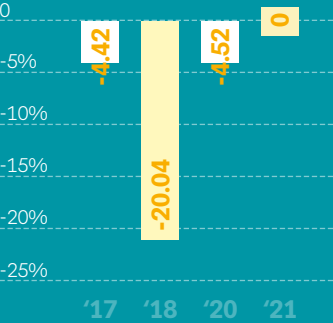
Under the Equality Act 2010, men and women in the same employment performing equal work must receive equal pay. Whereas the gender pay gap is a measure of the difference between men's and women's average earnings across a business and is shown as a percentage of men's earnings. Bruntwood is strongly 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

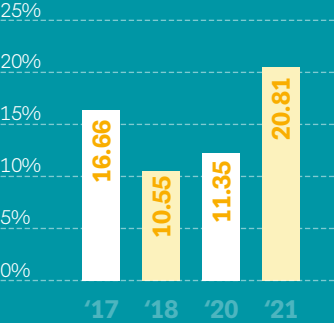
Our numbers Bruntwood Group

Gender pay gap

Median

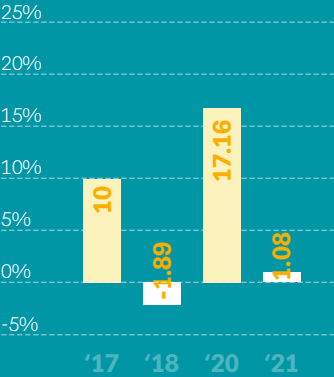


Mean

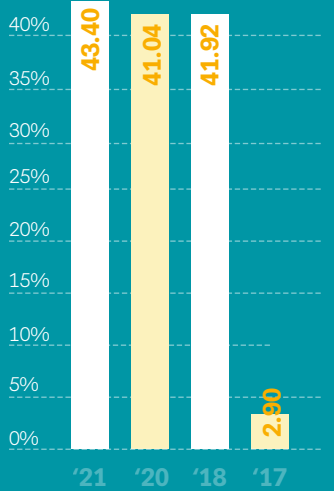


Bonus gap

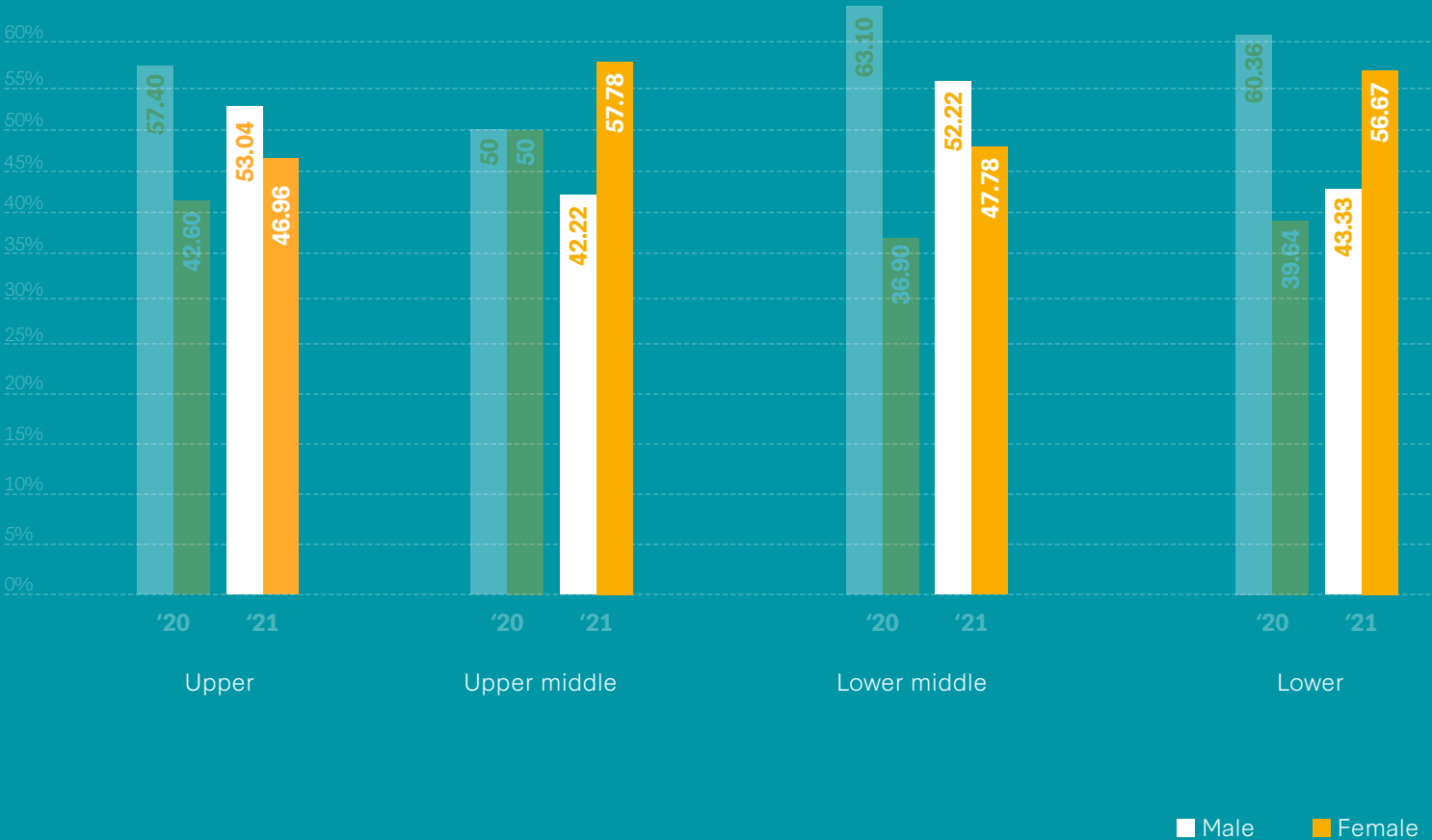
Median



Mean



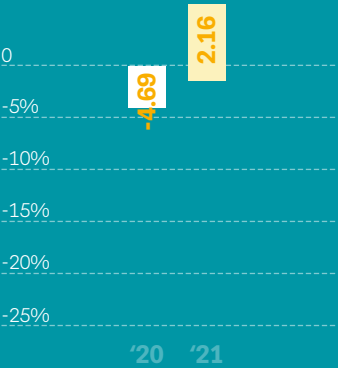
Gender quartile split



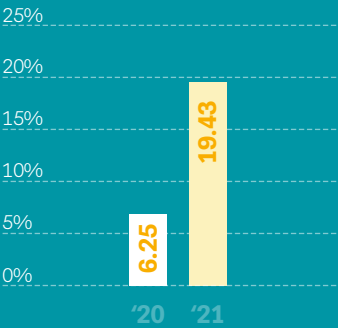
BMSL

Gender pay gap

Median

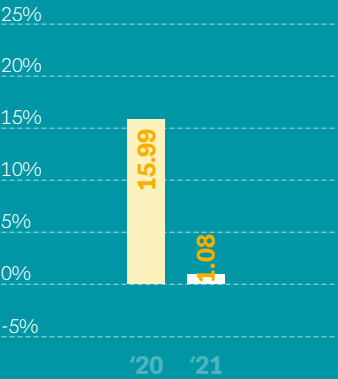


Mean

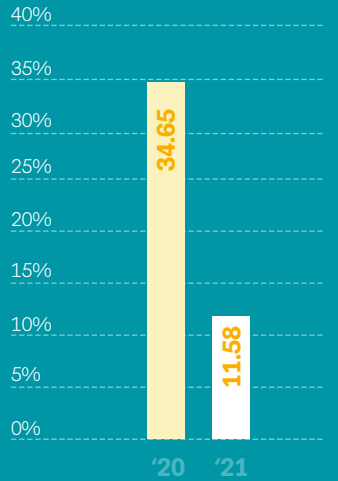


Bonus gap

Median

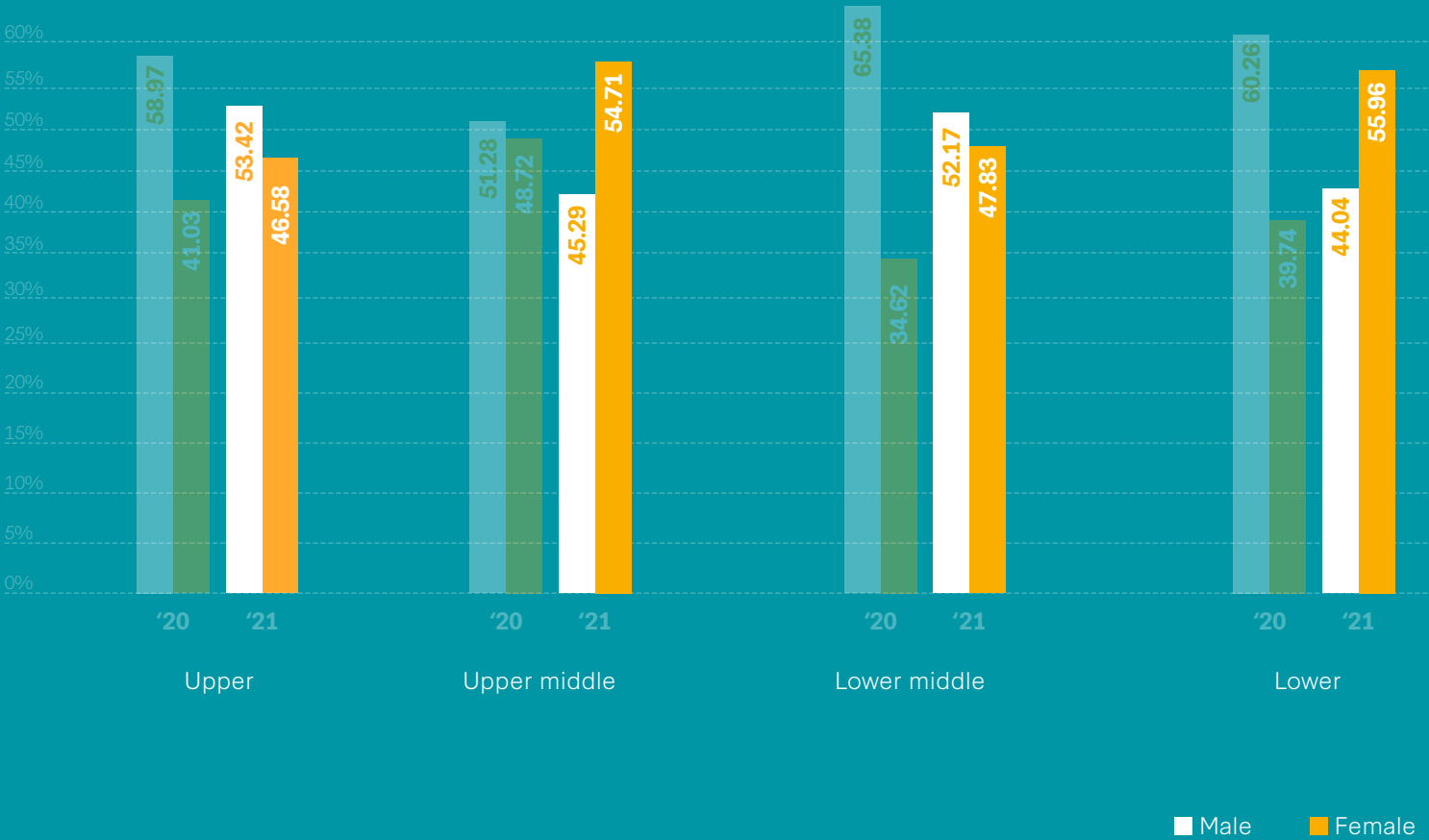


Mean



BMSL

Gender quartile split



Section 5

Our makeup

The business in 2021

52.29%
men

47.71%
women

within Bruntwood Group (BMSL 48.34% men / 51.66% women). This shows an increase from 2019 when we had 41% women within the workforce.

The combined Shareholder & Operating Board

44%
men

56%
women

9 in total: 4 men 5 women

The governance structure for Bruntwood Group changed significantly in 2020 with the introduction of the Shareholder and Operating boards to replace the previous board of 8 members. In 2019 the board had 37.5% women represented and so it is pleasing to see that we have improved this proportion at our board levels.

Senior leadership team

64% **36%**
men **women**

42 total = 27 men and 15 women

Senior level appointments made in the reporting year of April 2019 to May 2020

Director Level

25% **75%**
men **women**

= 3 women and 1 man

Head of Level

37% **63%**
men **women**

= 5 women and 3 men

Key appointments at Director level in the reporting year April 2019 to May 2020

Nicola McGee
Group Brand & Marketing Director
Kath Mackay
Director of Life Sciences
Sarah Martin
CEO Unify Energy
Stephen Kinsey
Legal Services Director

Key appointments at Head of Level

Gemma Westcott
Head of Strategic Account Management
Laura Percy
Head of Development
Jonathan Jaconelli
Head of Finance
Rachel Butler
Head of Risk
James McCracken
Head of Marketing
Deb Hetherington
Head of Innovation
Anastassia Bolotkova
Head of Business Development
Jamie Bottomley
Head of Commercial

Section 6

The impacting factors



Company wide bonus scheme

With the exception of the Executive Board, Bruntwood does not have a defined bonus scheme. This means that the majority of our bonus payments are made on a one-off, ad-hoc basis.

Generally speaking, these bonuses are made in relation to the completion of significant construction and development projects delivered by typically male dominated teams. Our Sales team also has access to bonus opportunities driven by commercial activity; and once again this team has a higher proportion of men than women. While our median bonus gap has reduced, the impact of the gender imbalance within these teams has led to this increase in the mean bonus gap.

As part of ongoing cultural work, we are introducing a structured and fairly applied reward and recognition framework, which will be available for all colleagues in every team. This is in conjunction with our Diversity & Inclusion strategy which explores how we can increase representation of women in key areas. This is likely to be a long term endeavour as we work alongside the wider industry to promote building and construction careers to young women and girls.

Restructuring the business #1 - senior appointments and leavers

Over the course of the last 12 months, Bruntwood Group has seen a series of changes across our Senior Leadership team with a number of senior female colleagues leaving the business, as well as a series of high profile appointments which have brought even more female representation into our Senior Leadership team; including:

Kate Lawlor, CEO Bruntwood SciTech

Kate stepped into the role as CEO of Bruntwood SciTech following an interim role of COO. Despite the challenges of Covid, SciTech has an ambitious growth and development plan; and as such, it was hugely important that we ensured the division continued to have a strong leadership team in place. Over the last quarter Kate and the team have provided just that - making great progress on developing the strategy and delivering their business plan,

whilst supporting customers, colleagues and our communities. In her role as CEO - she will have more of a focus on the wider strategic, operational and organisational aspects of the SciTech business. Along with the existing SciTech management team, she will develop the strategy for both growth and the scalable business model which will underpin this.

Kath MacKay, Director of Life Sciences

Kath MacKay recently took up our newly created role of Director for Life Sciences. The COVID-19 pandemic has seen even more investment and resources go into the life sciences sector and Bruntwood has been supporting a growing number of customers in that area. In her new role, Kath will be shaping the life sciences strategy and ecosystem for Bruntwood across the whole of our portfolio, providing an extremely high level of specific and significant expertise gathered through her previous roles and her experiences at Alderley Park.

Deb Hetherington, Head of Innovation



This year's #InternationalWomensDay is all about choosing to challenge... So we caught up with our very own @DebDoesDigital, Head of Innovation at Platform in #Leeds, to talk about challenging stereotypes and breaking down barriers for #WomenIntech & #STEM. @WILDigital



[Click to watch the video](#)

Sarah Bateman, CEO Unify Energy

Sarah was appointed CEO of Unify Energy (part of Bruntwood Group) in 2020, which offers energy as a managed service and sub-metering to Bruntwood customers and to other building landlords and property agents. She is a passionate advocate for equality in the workplace, and sits on the board of the charity Smart Works Manchester.

Restructuring the business #2 - creating Unify and CubicWorks

In January 2020, Bruntwood undertook one of the biggest change programmes in its history with the creation of two new businesses - Unify By Bruntwood and CubicWorks by Bruntwood. Though both of the businesses are part of the Bruntwood family - they are not included in this gender pay gap report.

Unify provides bespoke, flexible, fair and transparent facilities management services; while CubicWorks develops people centric, design-led spaces.

Creating both businesses meant that we restructured Bruntwood significantly at all levels. Key members of Bruntwood's Leadership team moved across to form the management team of Unify by Bruntwood and CubicWorks by Bruntwood. This included Bruntwood's Chief Operating Officer and a number of Directors and Heads of different parts of the business including People & Talent and Operations. A number of functions also moved wholly across to the two new businesses including Repairs and Maintenance, and the Energy teams.

Section 7

The impact of Covid

In April 2020, as part of our response to the impact on the business and ongoing lockdown measures imposed during the Covid pandemic, the business took the decision to make use of the government's Job Retention Scheme by placing the majority of our operational and building based teams on furlough. Furloughed colleagues also included a number of office based colleagues in central functions such as People & Talent.

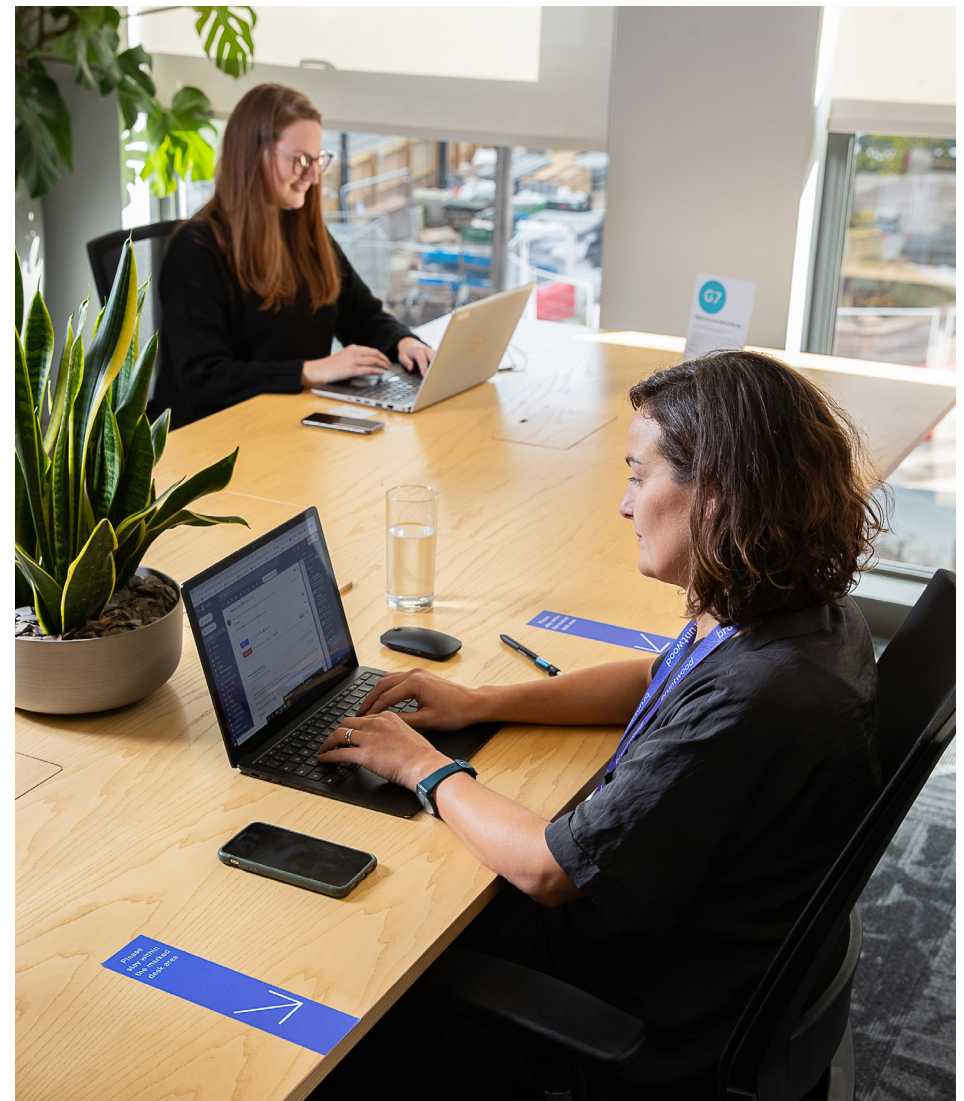
The makeup of colleagues on furlough in April 2020 is as below.

Gender	Count of Gender
Female	205
Male	246
Grand Total	451

Later in the year, we made use of the flexible furlough scheme; not just to support the business; but also to give colleagues much needed flexibility to help best manage their personal responsibilities at home, including caring and homeschooling. The below table illustrates the number of flexible furlough requests broken down by gender.

Gender	Count of Gender
Female	231
Male	230
Grand Total	461

Both sets of data show a minimal difference in the application of furlough, and take-up of the flexi scheme, across both primary genders. From the start of the pandemic we wanted to make sure that no group across our colleague community was unfairly or disproportionately affected by the crisis and this was further supported by the range of support programmes available which included up to 10 days paid Covid leave for those with caring responsibilities, homeschooling, and/or to support clinically vulnerable members of their bubble.



Case study

Emily Mathew, Social Impact Project Manager on how COVID leave and furlough allowed her to care for her daughter when needed.

Emily joined Bruntwood in 2018 and was furloughed for 3 months during the first lockdown of 2020. After a secondment for the Oglesby Charitable Trust, Emily rejoined Bruntwood to support and drive forward our Diversity & Inclusion strategic project. Emily is mum to Amy and works part-time for Bruntwood.

What was it that attracted you to working at Bruntwood?

I knew of Bruntwood and the Oglesby Charitable Trust from my previous roles and the values of the business really resonated with me. I felt that it was a place where I could learn and develop my career into new directions. I was also really pleased that when I asked at my interview about the potential for flexible working that the response was really positive. I've been able to work part time, which is exactly what I wanted to be able to balance my work and home life.

How did it feel to be placed on furlough?

At first I was really upset. Like a lot of people, I was worried about what the future might hold. Having been on maternity leave and made that conscious decision to go back to work it was really frustrating to be "off" again and it felt like I was no longer in control of my own destiny. But, in hindsight, it was the best thing that could have happened. My daughter was 2, and the idea of trying to work while looking after her full-time seemed like an impossible task. I have a huge amount of respect for all the parents and carers who maintained that juggling act.

It also turned out that my worries for my future were unfounded. Once Amy went back to nursery I was fortunate to be able to take a secondment opportunity with the Oglesby Charitable Trust, which gave me a much broader experience to build on. Once the secondment finished, that experience has helped me to be able to take on my new responsibility to support Bruntwood's D&I strategy. My hope when I applied to Bruntwood about the potential for my career to grow and take off in new directions has definitely been realised.

Has Bruntwood been able to support you in other ways?

Yes! During 2020 I signed up to the Bruntwood mentoring programme as a mentee, and I was matched with a brilliant mentor who really helped me navigate the changes and challenges of the last year. I think that has given me the extra bit of confidence that I needed.



Section 8

What we've done over the last 12 months



A spotlight on the Good Employment Charter and Real Living Wage

In January 2020, Bruntwood were proud to become one of the first employers to sign up to Greater Manchester's "Good Employment Charter". And later that year, it was followed by our Real Living Wage status in November 2020.

Both accreditations are hugely significant for the business. Being a GEC founder member and a real living wage employer are just two ways in which Bruntwood brings to life our purpose, our values, our employer brand, and our inclusive culture in a very tangible and real way. They not only recognise the importance of our colleagues and the efforts we put into making Bruntwood a great place to work; but also in recognition of the social value we offer our local communities.

In a nutshell - the GEC and RLW are good for our colleagues, good for our business, and good for our communities.

With our purpose of "creating thriving cities" driving every

decision we make, the community impact of being GEC and RLW accredited is huge. RLW affords our colleagues the flexibility, time, and financial freedom to concentrate on the things that matter to them. And as a business that looks to truly shape our colleagues' worlds in line with the principles of the GEC, we were keen to get involved.

Both processes were simple from completing the initial enquiry or submission form demonstrating how we met the criteria, through to an assessment that confirmed we satisfied all of them. And even though both initial accreditations are complete, there is still more to do in ensuring we continue to meet those standards. Consistently measuring ourselves against the GEC's seven principles, and matching the recommended salary increases will not only enable us to continue to foster and develop a brilliantly diverse working environment and inclusive culture - but will also hold us accountable for delivering for our teams.



Chris Oglesby, CEO, said

"We're really proud to be Real Living Wage accredited and to be one of the first members of the Good Employment Charter. Both go right to the heart of the Bruntwood Colleague Proposition. Bruntwood has always worked to the principle that our success is down to our colleagues. In return, we want them to be fairly rewarded for what they do, to learn and grow, to be able to take their career in new directions and to find a balance that works for them; this is exactly what the Charter and RLW sets out to achieve.

Both recognise the work we have done to date and act as a catalyst to continue to improve what we do. Our business relies on the economy of GM prospering in a sustainable way over the long term. We believe

both these initiatives are good for the economy and are foundations for a new type of more inclusive capitalism that is distinctively Mancunian and will power Manchester's economy post pandemic. They provide an opportunity to really drive change and we've already seen the appetite it's generated through the numbers and types of businesses looking to join the GEC or be accredited as a real living wage employer. We would strongly encourage all businesses to consider it.

Their principles, and working to them will help transform and improve the working lives of people across all regions - unlocking their economic potential through their skills and talent. 500 of our group employees work in facilities management - many in jobs that the industry

pays minimum wage. We are not satisfied with the Living Wage and are actively working to make these jobs more rewarding for both colleagues and the company alike.

Bruntwood's purpose is all about 'creating thriving cities'; and creating an inclusive workforce with fair people practices and opportunities for all is critical to a productive and thriving economy.

Being members gives us the opportunity to demonstrate a solid commitment to our colleagues, to continuously strive for improvement in our culture and people practices, and to share knowledge and best practice with other companies who are committed to being good employers."

And the rest

- We have started important inclusion conversations, including a number of CEO coffee mornings where topics over the last 12 months have included International Women's Day, our approach to D&I, Black Lives Matter, learning at work, mental health and wellbeing.
- To support those conversations we have also run dedicated, bespoke education and awareness campaigns in support of Black History Month, LGBTQ+ History Month, International Women's Day. We have also launched a comprehensive wellbeing programme and introduced wellbeing champions.
- As part of our annual engagement survey, we also include a diversity questionnaire to measure the composition of our colleague community; and an inclusion survey to highlight the perception of belonging across all colleague groups. These results have helped inform a refreshed D&I strategy and an updated set of objectives. We will continue to use these two measures to measure progress on an annual basis
- The inclusion survey from December 2020 highlighted that women at Bruntwood are more positive on a number of metrics, particularly on perceptions of reward and fair pay, as well as belief in leaders communicating an inspiring vision. Women are also slightly more likely to perceive that there are development opportunities available to them to progress their career at Bruntwood
- We commissioned EW Group to undertake a D&I audit of our people practices and policies and to provide analysis and recommendations for how we could help to embed D&I further, become more diverse and inclusive and fulfill our ambition to have a workforce that is reflective of the communities in which we work.
- Over the last year, we have refreshed our D&I strategy and identified our objectives and targets. We have identified D&I as one of our key strategic projects as a business with a dedicated project manager. The strategy is supported by a project plan and key work streams which are designed to help us to achieve the targets that we have set ourselves; including reducing the gender pay and gender bonus gap, together with a gender balanced workforce.
- A pay benchmarking exercise was completed in February 2020. This has played a crucial role in developing the inclusive culture we're striving for. For colleagues, it gives them a clear understanding of both career and pay progression; providing a fair and transparent structure for salary setting and progression which will help identify gaps and empower our colleagues to develop their skills, behaviours and knowledge. The benchmarking has also supported ongoing recruitment and talent skills and succession plans.
- In Summer 2020, we relaunched our mentoring scheme which will further help make Bruntwood a more inclusive place to work. We know that a vast amount of knowledge, skills and experience we have as a business, already exists within our colleagues. We have colleagues working in diverse roles, with varied work and life experiences to share, and we wanted to create a way to harness this for personal growth and development. We wanted to support making better connections; help colleagues have better conversations about career goals and development; and encourage colleague confidence, exposure and insight.

Section 9

What the next 12 months
will look like



What the next 12 months will look like

We have an ambitious colleague strategy and we're focused on continuing to transform our culture and colleague experience. This includes a number of projects, including:

- A brand new reward and recognition programme with more accessibility and variety in how we reward our employees.
- A new digital communications and engagement platform which enables colleague voice and sharing of stories and opportunities.
- A refreshed performance and development framework, 'Learn & Grow' to help colleagues have better quality career conversations.
- New and innovative learning products and content through our digital learning platform.
- A brand new leadership development approach, focused around the growth mindset, inclusive and empathetic leadership and resilience.

- 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.

- A new and refreshed approach to pay, including launching a career framework and emphasis on transparency and fairness.

The 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
- The introduction of refreshed people and recruitment practices informed by the recent D&I audit.

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 black 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