



Bruntwood's 2019 gender pay gap report

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bruntwood

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Section 1

Executive summary

Since 2017, all UK companies with 250 people or more need to publish their gender pay data - covering both salaries as well as bonus payments.

Alongside that, we also need to report on the percentage of men and women in each pay quartile.

Bruntwood published their first report in April 2018 covering a snapshot of data taken on 4th April 2017. This is our third annual report and covers data taken on 5th April 2019 and analysis was completed in line with Government guidelines.

Impacting factors

A number of factors that have impacted our gender pay gap were identified including:

- **Increasing female senior leadership representation** and increasing retention of females in senior leadership positions
- Our quartile analysis shows a **higher proportion of higher paid male colleagues** alongside a higher proportion of males in lower paid, entry level of jobs
- A **company wide restructure** with the creation of Bruntwood SciTech & Bruntwood Works which had an impact particularly at senior level
- **Lack of structured, company wide bonus scheme**

Going forward

The business is launching and embedding an ongoing, comprehensive and coordinated diversity and inclusion programme and our key targets over the next three to five years do look to address the gender pay gap amongst others. This includes:

- **A gender balanced workforce**
- **No gender pay gap**
- **No pay disparity**
- **Improved perception of pay**
- **Improved perception of career development & progression**



Our 2019 mean gender pay gap

Our mean gender pay gap has reduced by 0.21% compared to 2018 and is now 10.34%

April 2017	16.66%
April 2018	10.55%
April 2019	10.34%
April 2018 vs April 2019	-0.21%

10.34%

2019 MEAN GENDER PAY GAP

Our 2019 mean gender bonus gap

In 2019, our mean gender bonus gap increased significantly from 41.92% in 2018 to -104.64%

April 2017	2.9%
April 2018	41.92%
April 2019	-104.64%
April 2018 vs April 2019	144.76%

-104.64%

2019 MEAN GENDER BONUS GAP

Our 2019 median gender pay gap

Our median gender pay gap has reduced by 14.40% compared to 2018 and is now -5.64%

April 2017	-4.42%
April 2018	-20.04%
April 2019	-5.64%
April 2018 vs April 2019	-14.40%

-5.64%

2019 MEDIAN GENDER PAY GAP

Our 2019 median gender bonus gap

Our median gender bonus pay gap has shifted from -1.89% in 2018 to -175.61% in 2019

April 2017	10%
April 2018	-1.89%
April 2019	-175.61%
April 2018 vs April 2019	173.72%

-175.61%

2019 MEDIAN GENDER BONUS GAP

*0% would be no pay gap. If we are comparing to last year anything that has shifted closer to 0% is positive and indicates our gap has reduced /closed. Anything less than 0% shows a gap that is more "favourable" to women and anything more than 0% is more "favourable" to men. Our aim is to get as close to a 0% gender pay gap as possible.

Section 2

An introduction from Chris Oglesby, CEO Bruntwood



An introduction from Chris Oglesby, CEO Bruntwood

Our purpose at Bruntwood is to “create thriving cities”. Over the last 44 years, that purpose has helped us create not just brilliant spaces and places, but it’s also helped establish creative, vibrant and just as importantly, diverse communities of people in both our business and in these places.

We know that our cities’ biggest asset is their people and that by investing in their skills and talent, we’ll improve social mobility, attract the best businesses with the best jobs and support a fairer economy - creating opportunities for everyone everywhere, regardless of where they’re from. We firmly believe that diversity is key to whether our cities thrive in the future.

That’s why we are committed to becoming a truly diverse and inclusive workplace. One that encourages, champions and celebrates all colleagues’ unique voices, experiences, and ideas. And as part of that, I am keen that we set ourselves robust targets that include increasing female representation throughout the business but particularly at senior level, and addressing the gender pay gap.

We are well underway with a number of initiatives that will not only continue to improve female colleagues’ experiences of working at Bruntwood - but everybody else’s as well.

As you’ll see we have taken huge strides in redressing that balance, in what is traditionally a very male dominated industry, however we will not be complacent and are fully aware that more can, and must, be done. With the launch of our Diversity and Inclusion programme, sponsored by me and the rest of the Board, we now have a comprehensive plan of action over the next 5 years that will see the disparity removed completely and a fundamental shift in culture for the better for everyone, not just women in Bruntwood.

As well as addressing our own challenges, we’re also committed to working with the cities we operate in. Bruntwood has always helped our cities develop their strategies and then align what we do (and how we do it) with them. One good recent example of this is the Mayor of Greater Manchester’s Good Employment Charter which we helped design and of which we are founding signatories.

Some of its key principles are around flexible workforces, recruiting from the diverse talent pools in our communities, and amplifying colleagues’ voices and engagement - all crucial areas that are already part of our own plans that will further support our female colleagues in Bruntwood and help address the gap.

Finally, from a personal perspective, my commitment to this agenda is significant. I have been hugely influenced by the dozens of brilliant, high achieving women I am surrounded by including family - my mum, wife, daughter and sister; and at Bruntwood and our wider network where we have strong women in hugely influential roles. All of them have helped make the business successful and keep it true to its purpose, helped our cities to thrive and have shaped me into an authentic leader and made my life more fulfilled.

Chris Oglesby
Chief Executive, Bruntwood

Section 3

What is the gender pay gap?

The gender pay gap is the percentage difference between average hourly earnings for men and women.

Since 2017, all UK companies with 250 people or more need to publish their gender pay data - covering both salaries as well as 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 covering a snapshot of data taken on 4th April 2017. This is our third annual report and covers data taken on 5th April 2019 and analysis was completed in line with Government guidelines.

How is it calculated?

This gender pay gap report highlights our mean and median gender pay and gender bonus gaps in April 2019. It also provides a comparison to April 2017 and April 2018.

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 the differences and the disparity 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 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.



Section 4

The Bruntwood approach to diversity & inclusion

At Bruntwood we see the world differently.

We've always been different in the way we approach business; the way we perform for and care for our customers; and the way we build long lasting relationships with our communities. And equally, we've always been different when it comes to shaping our teams.

We want to be known as a truly diverse and inclusive workplace. One that encourages, champions and celebrates all colleagues' unique backgrounds, perspectives, voices, experiences, and ideas.



Our diverse workforce, and the inclusive culture we all create together, will have a positive impact on our colleagues, customers and communities.

For colleagues, they will see how we celebrate and embrace seeing the world differently; feel safe and included in the culture we foster; and will experience how we focus on the individual recognising their strengths, attributes and experiences.

For the business, it will bring in a wealth of opinion; a whole host of creative and innovative ideas; an interesting work environment; a pipeline of talent coming into the business; a better understanding of our customers and communities; and improved business performance.

For our customers, we will be seen as being both reflective and supportive of the communities we are all part of. As a role model and champion, we are well placed to support, encourage and empower a diverse and inclusive customer community.

In addition, our diverse workforce allows us to attract and retain new and existing customers through the building of stronger relationships and greater rapport with a better understanding of our own diverse range of customers.

And for our communities, our diverse and inclusive workforce will have a far greater reach and impact - by being open minded, knowledgeable, curious and committed to breaking down barriers.

The skills and behaviours developed by our colleagues will enable deeper, more empathetic relationships within our cities and the ability to work collaboratively with other partners to create thriving cities.

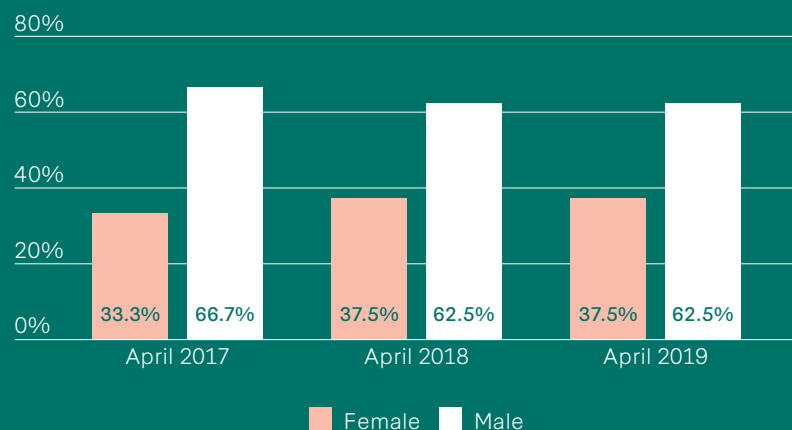
In a nutshell, it helps us see the world differently and helps us shape the world accordingly.

Section 5

Our 2019 pay gap report – the numbers

At Executive Board level

The Board is made up of eight colleagues where three of them are female; Kate Vokes (Social Impact Director), Jessica Bowles (Strategy Director) and Ciara Keeling (CEO Bruntwood Works).

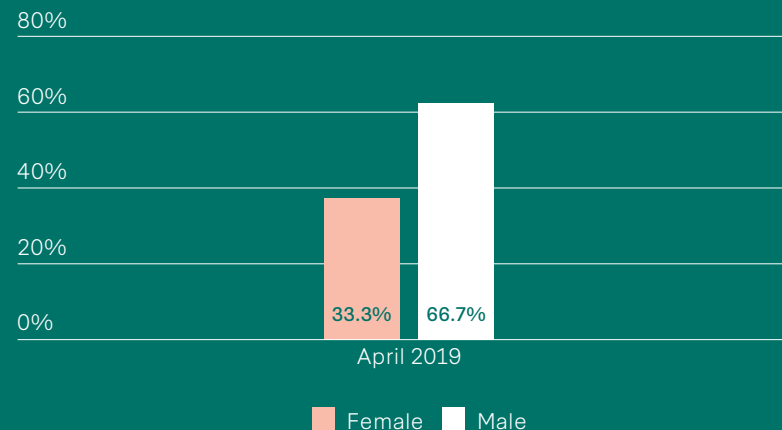


37.5%

PROPORTION OF FEMALE REPRESENTATION AT EXECUTIVE BOARD LEVEL IN APRIL 2019

At Director level

This looks at the ratio of men and women across our senior leadership team (SLT) who report into the Executive Board and operate at Director level.



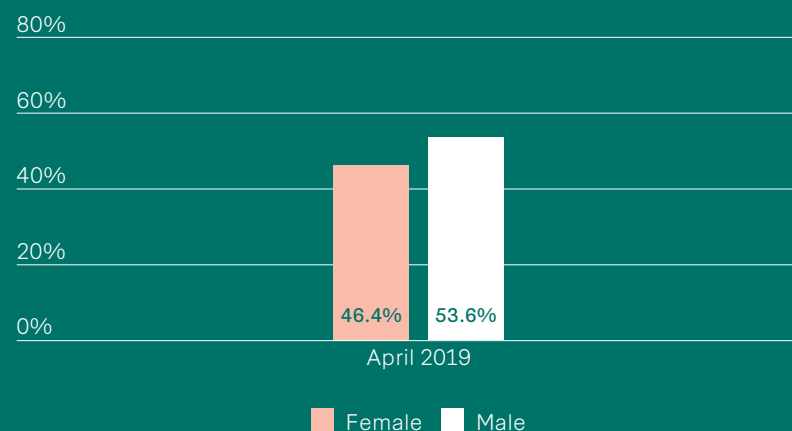
33.3%

PROPORTION OF FEMALE COLLEAGUES AT DIRECTOR LEVEL IN APRIL 2019

** Please note that due to the company restructure that took place in June 2018, we do not have a like for like comparison for this group of colleagues in April 2017 and April 2018*

At Director plus Head of level

This looks at the ratio of men and women across our senior leadership team (SLT) plus the group of colleagues that report directly into that SLT (Heads).



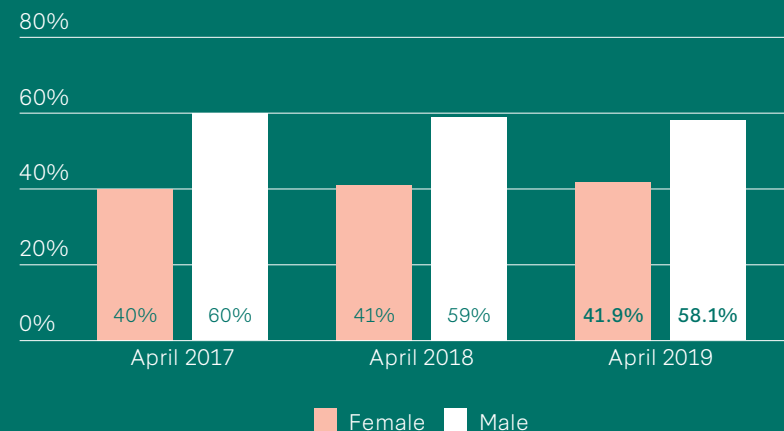
** Please note that due to the company restructure that took place in June 2018, we do not have a like for like comparison for this group of colleagues in April 2017 and April 2018*

46.4%

PROPORTION OF FEMALE REPRESENTATION AT DIRECTOR PLUS HEAD OF LEVEL IN APRIL 2019

Across the business

This looks across the female / male ratio across the whole of Bruntwood. In April 2017, 239 colleagues were female, representing just over 40% of our workforce. In April 2019, the number of women in the business increased to 316 which represents a slightly increased proportion of female representation to 43.5%.



41.9%

PROPORTION OF FEMALE COLLEAGUES ACROSS THE BUSINESS IN APRIL 2019

Our 2019 mean gender pay gap

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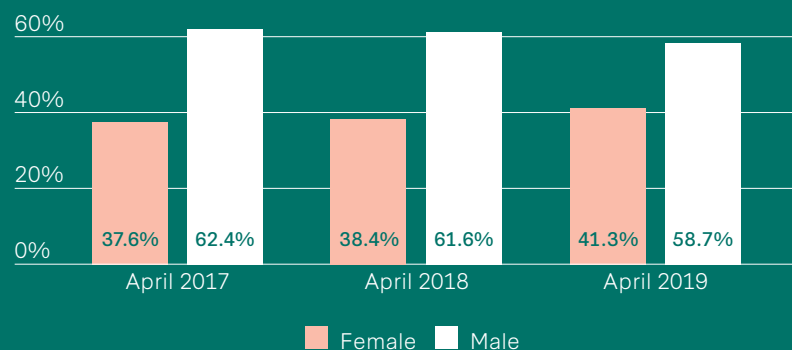
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Our 2019 pay quartiles

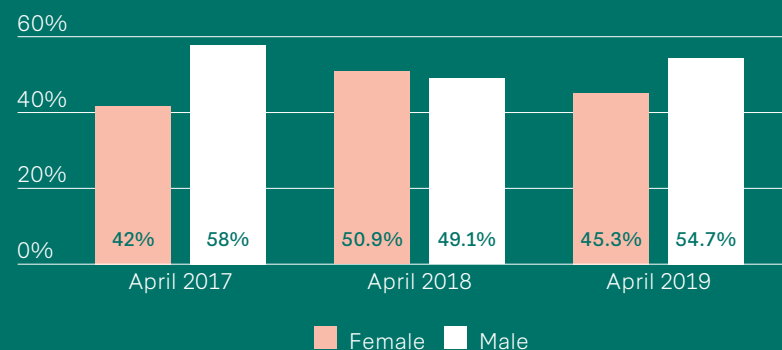
As well as our mean and median gender pay gaps across salaries and bonus payments, we also need to calculate and report on Bruntwood's proportion of men and women across four pay bands, also known as quartiles.

To do this we listed the hourly pay rate of all colleagues, ranked that from highest to lowest paid, divided this into four equal parts (quartiles), and then worked out the percentage of men and women in each of the 4 parts.

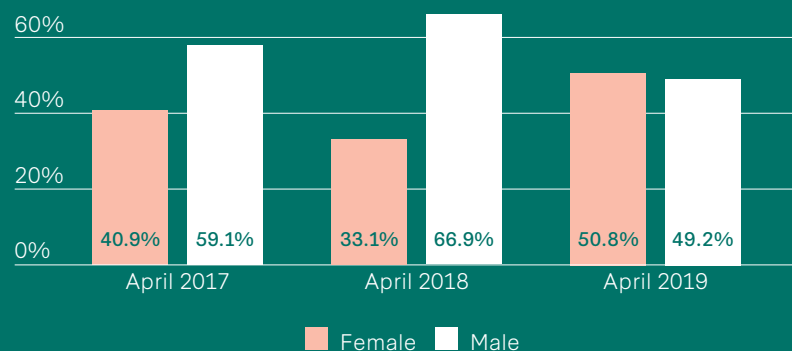
Upper Quartile



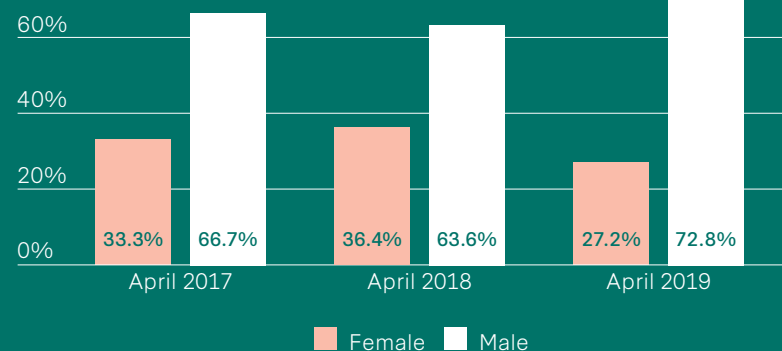
Upper Middle Quartile



Lower Middle Quartile



Lower Quartile



Section 6

Understanding the gap – the impacting factors

Factor 1: Senior female representation and recruitment and retention

As with our 2017 and 2018 gender pay gap reports, the single biggest underlying reason for our gap is still the under-representation of women at Board and SLT level which are our most senior and therefore higher paid roles. If we were to remove the Board and the Senior Leadership Team from our calculations our mean gap would reduce to -1.17%.

Added to this, we do have a higher proportion of male colleagues in senior (higher paid) positions who have been with the business for quite some time and have therefore grown and developed with the business over a number of years and taken the opportunities as such. Property has traditionally been a male dominated industry and this has resulted in this imbalance in our higher earning roles. The issue is not unique to Bruntwood. Women are generally underrepresented in senior roles across the

UK and in particular in the property sector. Bruntwood has never been one to sit on the sidelines and through our ambitious Diversity & Inclusion programme we will be taking a lead in challenging this and paving the way for change.

Our quartile analysis also shows that the lower bands are still dominated by men as we continue to predominantly attract them into our entry level and lower paid roles and so this will continue to be a focus area. We are already revising our approach as you will see through our D&I programme - specifically around our recruitment techniques and around retention through the benefits packages we are able to offer (including the ability to work flexibly and on agile basis). We are also completing a comprehensive salary benchmarking and career & pay framework review which is due to launch in Spring 2020.



When analysing the data in the context of the business over the corresponding 12 month period, a number of factors that have impacted our gender pay gap were identified including:



- **Increased female senior leadership representation** and retention of females in senior leadership positions
- Our quartile analysis shows a **higher proportion of higher paid male colleagues** alongside a higher proportion of males in lower paid, entry level of jobs
- A **company wide restructure** with the creation of Bruntwood SciTech and Bruntwood Works which had an impact particularly at senior level
- **Lack of structured, company wide bonus scheme**



COLLEAGUE FEATURE

Dr. Kath Mackay — Managing Director of Alderley Park, part of the Bruntwood and Bruntwood SciTech Senior Leadership Team

After completing university and going on to complete a doctorate in pharmacology, Kath was keen to work in the life sciences industry but not necessarily “at the bench” so quickly moved into a commercial role.

After joining a growing life science company to establish their North American business development team (where she supported the company going public through investments and IPO), Kath then went onto Innovate UK leading a £700m portfolio of capital infrastructure and investments and delivering new initiatives such as a new government funded network of AI centres for imaging and UK wide genome sequencing projects.

Keen to move back into a commercial role, Kath joined Bruntwood in November 2019, as Managing Director of the world renowned innovation campus at Alderley Park.

Impressed by the role Bruntwood SciTech was establishing in the knowledge economy and the investment it was putting in, Kath was quick to see the potential of Alderley Park and the business in general - driven especially by the culture and the people she was joining.

In addition, the role has afforded her much personal development opportunity and with the support of Bruntwood’s SciTech CEO, Kath is continuing to build her non-exec career in parallel.

Representing female colleagues, not just in Bruntwood but across the wider science and technology sector, is hugely important to Kath.

“Former bosses and colleagues have rewarded me based on my own merits and promoted me based on performance - gender never came into it.”

And finding that work / life balance - Kath has been fortunate to work for organisations where she is able to manage her own time to attend parents’ evenings, school plays; and having a supportive partner has been key.

“My husband has taken the lead several times with the family to allow me to have an executive career.”

Equally, Kath wants to support others by being a visible female leader across Alderley Park, SciTech and Bruntwood - just as she feels supported here. Though she readily admits that life sciences and technology is not diverse at a senior level with attrition at every stage - this is starting to change whether it’s through mandating a percentage of women on boards or publishing gender pay gap data - it is starting to bring diversity into the

limelight where Boards and senior teams can often feel like a bit of a club.

To maintain that momentum, Kath advises that even more needs to be done.

“Keep diversity initiatives high profile and provide practical support to managers who want to create a diverse culture. For example ensure gender balanced recruitment processes and panels are in place.

Also, ensuring that female role models are visible - everything from senior management positions to speaker slots at conferences.

And start right at the beginning, there should be no such thing as gender based careers (or even boys or girls toys) - anyone can be a scientist or an engineer.”

Kath’s final piece of advice - “Know your worth and find a mentor”



Factor 2: Company wide restructure - the creation of Bruntwood Works and Bruntwood SciTech and an ongoing evolution

In June 2018, the business completed a significant restructure that saw Bruntwood join forces with Legal & General to create Bruntwood SciTech.

This 50/50 joint venture vehicle (which was officially confirmed and announced in September 2018) is wholly dedicated to creating a network of thriving innovation districts supporting the UK's booming science and technology sector.

Alongside the creation of Bruntwood SciTech, we also formed Bruntwood Works which continues to focus on Bruntwood's core expertise in cities and town centres as well as in retail and leisure.

As part of the development of these two focussed divisions, the business completed a organisational redesign that included:

The transfer of a number of colleagues out of Bruntwood and into the Bruntwood SciTech joint venture.

This included a number of senior female leaders who were previously part of Bruntwood's overall Group senior leadership team. However, men still dominated the more senior roles across both parts of the business.

Reshaping roles across wider parts of the business which included the creation of newly formed divisions and teams

For some this saw more gender balanced workforces than others

The increased number of Director roles - positions that all report into our Executive Board and form our senior leadership team.

Though this meant a number of senior female colleagues subsequently joined the SLT as Directors and redressed the balance - it is still a majority male team.

In January 2019, we completed a further redesign with the reshaping of our Property Services and Asset Management teams and the creation of a number of management roles where we saw a more gender balanced workforce, in these parts of the business, than we had done previously.

You can read Rachel's story on the next page; she became our Customer Experience Director in 2018 following the restructure.



COLLEAGUE FEATURE

Rachel Gray — Customer Experience Director, part of Bruntwood's Senior Leadership Team

Rachel heads up Bruntwood's customer experience team. "It's our job to make sure our teams across the business are using the voice of the customer to improve the way we work and develop products and services that our customers love."

Outside of work, she is mum to two boys (aged 5 and 1) and married to a copywriter who she met 10 years ago at work. And when not looking after family or working you'll find her running, cycling or playing her guitar (badly - by her own admission!).

Before joining us Rachel started out in International PR, having studied French and Spanish at University and then went on to spend three years working in social marketing and another four years as an innovation consultant where she developed a passion for customer experience innovation.

And while she hadn't heard of Bruntwood before seeing the role, she was keen to take real ownership of a company's customer experience and see the changes through. Rachel was also looking for geographic stability as working in innovation had involved a lot of travel which wasn't compatible with a young family.

Now the challenge of working in a fast paced, ever evolving, environment like Bruntwood has kept her with Bruntwood. The variety and diversity of work gives her a constant challenge and it's never boring!

More generally, Rachel has found the flexibility and ability to work on an agile basis hugely beneficial.

"Having worked part time from the beginning of my contract with Bruntwood - the company has always enabled that and, at the same time, treated me fairly and

equally alongside my full time colleagues. I've been given the same opportunities as everyone else - including access to leadership programmes to develop myself as I grow into a leadership role in the business."

As well as that, the benefits offered by Bruntwood are particularly supportive.

"The maternity policy allows you to take 6 months off without worrying about money at all during that time means you can enjoy and make the most of every second of being at home with your baby and that's a really precious gift."

And our volunteering scheme (24 hours across the course of a year) has also helped Rachel.

"The volunteering scheme also been great - I've often used them when I find I'm losing my way a bit at work and need a fresh perspective and to do something fulfilling."

But she also admits that being in a senior position does come with its challenges - something she's conscious of when supporting her team and other colleagues across the business.

"Honestly, it's not always easy. The leadership at Bruntwood is primarily male with a certain knowledge and skill set, and can be very single minded. It can be difficult at times to make yourself heard and understood when you feel like you speak a slightly different language. I hope

to inspire and enable people to think differently for the good of the customer but more importantly the business.

I also hope to show that people and skill sets outside of the norm for Bruntwood can bring real value for the business."

And going forward, Rachel has some recommendations on what more Bruntwood can do.

"More training and engagement that cuts across teams. Businesses work well when everyone understands each other's roles / priorities / approach and gets the benefit of a wide range of perspectives."

More generally, Rachel talked about the importance of breaking down gender stereotypes for certain industries and roles with better careers & education advice; and greater consciousness around recruitment decisions with people needing to be aware of and challenge their own biases.

Finally, much like Kath Mackay - Rachel recognises the value of a good mentor.

"I worked with a woman 10 years ago who really pushed me forward. She placed a huge amount of trust in me and gave me every opportunity she could to test my skills and learn new ones. She taught me to believe I could do something until it was proved that I couldn't. Most of the time I succeeded. Sometimes I stumbled, but I always learned. It built my confidence enormously."



Factor 3: Company wide bonus scheme

The lack of a defined bonus scheme for the business (with the exception of the Executive Board) meaning the majority of our bonus payments are made on a one-off ad-hoc basis.

Although the mean and median is more favourable to women, men still dominate those in the company that get bonuses.

Our mean gender bonus gap has increased significantly and is now more favourable to woman. However, our median gap has shifted more favourably to women meaning the middle point of bonus payments is higher for women which will be due to the increasing number of women in senior roles.

Though the bonus gap between our male and female colleagues has reduced, it is worth noting that the majority of the bonus payments are, in the whole, made in relation to the completion of significant construction and development projects delivered by male dominated teams.

In addition, our sales team also has access to bonus opportunities driven by commercial activity; and again this team has a higher proportion of men to women.



Section 7

What have we done over the last 12 months to address the gap?

What have we done over the last 12 months to address the gap?

JUNE 2018	SUMMER 2019	SEPTEMBER 2019		OCTOBER 2019
<p>Increased number of Director roles with increasing female representation at Senior Leadership Team level.</p> <p><i>Read Andrea's story on page 25.</i></p>	<p>Relaunch of the Bruntwood's benefits package.</p> <p><i>Read Tom's story on page 26.</i></p>	<p>Launch of Bruntwood's Diversity & Inclusion strategy and programme.</p> <p>A refreshed approach to performance feedback, management and development is launched.</p>	<p>Bruntwood's graduate scheme employs a blind recruitment process for the first time.</p> <p><i>Read Kerri's and Natalie's stories on pages 27 and 28.</i></p>	<p>An updated pay review process is launched providing even more transparency.</p>
DECEMBER 2019	JANUARY 2020	MARCH 2020	SPRING 2020	
<p>A comprehensive salary benchmarking review is completed.</p>	<p>Bruntwood are among the first to sign Greater Manchester's Good Employment Charter which includes a commitment to recruiting a diverse workforce reflecting local communities.</p>	<p>As part of our Diversity & Inclusion programme we look to build a network of Bruntwood Diversity & Inclusion champions.</p>	<p>We introduce an open and transparent career and pay framework that is made readily available to all colleague to help shape their careers.</p>	<p>We introduce and launch a brand new Bruntwood mentoring scheme.</p>

COLLEAGUE FEATURE

Andrea George — Retail & Leisure Director, part of Bruntwood Works' and Bruntwood's Senior Leadership Team

A member of the Air Training Corps, Andrea originally had aspirations to be a fighter pilot. But at the time the RAF didn't accept female fighter pilots, so following a flick through Which's Careers Guide, she settled on Chartered Surveying after being drawn to a role description that included being on the ground, meeting different people and most importantly having the ability to influence a city/townscape.

Before joining Bruntwood, and after completing a surveying degree at Sheffield Hallam, she built up experience with some considerable projects over the years including Spinningfields, Old Granada Studios, Deansgate Locks, The Printworks, One Piccadilly Gardens, The Circus, and several shopping centres including Liverpool One, The Mailbox in Birmingham and The Met Quarter in Liverpool.

After a brief stint as co founder of a restaurant, she landed at Bruntwood where she was attracted by our ambition to become the one of the UK's leading retail and leisure suppliers with a sizeable portfolio that includes our operational businesses Afflecks and Hatch but also a mix of prime, high footfall locations and of course the recently purchased Stamford Quarter in Altrincham and Stretford Mall.

Along with that ambition, it was also the family ethos, the feeling of being valued, the size of Bruntwood's portfolio, and the ability to shape cities, towns and places that piqued her interest.

That, and "...because Bruntwood really are nice people to do business with externally and internally!"

Now as Retail & Leisure Director, Andrea strategically links our assets, making the ground floors of our buildings interesting places to go, use and stay in. And what keeps her interested and motivated is working with best in class operators, supporting independent retailers and new concept businesses to bring about change and interest and ultimately reshaping our high streets and creating thriving cities.

Having established herself in the role, Andrea has seen how the business and the wider industry has changed.

"There are more women in the industry now than when I joined. There were a couple of influential women but for a time I was the only female retail agent in Manchester! Now there has been a shift change in the industry with businesses like Bruntwood leading the way in recognising the importance in offering flexible working to help both female and male colleagues develop their careers whilst maintaining a healthy balance with home life.

"You can do your share of the school drop off, homework and picking up from activities! In the main, it's that balance which is to be successful."

Playing an increasingly influential role in the wider retail and leisure sector, Andrea is also keen to share the perspective of a senior female leader in the business to support others.

"I sit on the Works Exec Board. I think being a female brings a different dimension to the meetings with more rounded views but I've only been one of a few females around the board table all of my career. I hope to provide inspiration to other women - and men that you can have a career and have children. You'll never have any time to yourself but you can have it all!"

And Andrea's final bit of advice...

"Work hard, play hard. Immerse yourself in your chosen career. You get out of it what you put in. Be prepared to learn, if you try to run before you can walk you'll trip yourself up. Ask questions, read, go and visit places to broaden your horizons. I've had a number of roles and learned various skills that have shaped me and ultimately made me better at what I do."



COLLEAGUE FEATURE

Tom Renn — Managing Director of Manchester Science Park, part of the Bruntwood and Bruntwood SciTech Senior Leadership Team

Tom is Managing Director of Manchester Science Park and in October 2019 welcomed baby Zachary Arthur. Both Tom and his wife, George, were keen to be active parents that fully participated in raising Zach.

And so, by taking paternity leave, shared parental leave, and by planning holidays, Tom is now able to spend around 17 weeks of Zach's first year with him - giving him a huge opportunity to bond and for his wife to spend some more time connected to her career.

Whilst some people may not have been aware of shared parental leave, it was something that Bruntwood has promoted regularly as part of its overall benefits package, which meant Tom knew exactly what it entailed when the time came.

"Bruntwood made it really clear how it worked and the benefits it brings - sharing the time off in the first year of a baby's life between the mum and dad, rather than the mum solely taking time off to care for the child.

The fact that Bruntwood offered this, was something I was really pleased about and was a small but important part of our consideration towards having a child."

Tom was also well supported through the logistical process of setting up shared parental leave and it helped him have the right conversations he needed to in order to make it work best for him, his wife, Zach, and his career.

We also discussed how it will help financially as Bruntwood will pay me fully for my first block of paternity leave in February/March, as this is in the first 6 months - this is at the time where George is on statutory pay, so getting a month

of George back at work on full pay at the same time really helps!"

And from Tom's perspective, the conversations at work were straightforward with a simple process.

"I first spoke to Jen Atkins (People Director), who was so supportive. Rather embarrassingly I thought it would be frowned upon or have a stigma attached to it! Jen certainly set me straight and reminded me that no women ever get a choice about taking time to care for their child. She then shared the policy documents and forms with me, so I read up on the in's and out's and spoke to my manager who was also really supportive.

Bruntwood's approach to work and flexible working is industry leading. I have never felt like I can't adapt my hours to suit the needs of the role and my life and now that Zach is with us - you really feel the benefit of that. In fact I probably felt it more so through the pregnancy as there were so many appointments. As it was our first time, we wanted to head off to those together, to share the experience, excitement and the anxiety that comes with scans, blood tests and chats with midwives and consultants etc."

So far, Tom has enjoyed three weeks off in October through statutory paternity leave and holidays. There were a further three weeks at Christmas using holiday and Tom's first formal block of shared parental leave is in February so he'll let us know how he gets on!

"The time I have had with Zach so far has been so special as both me and George have just had time to be with him and to share the load of parenting. For those who have kids they know how much of a game changer it is... you always hear it, but you can't really prepare for the amazing change.

Shared parental leave provides such an incredible opportunity to jointly bond and care for your child. Everyone always says the early years fly by and that they are to be cherished. Our experience has been just this - getting the extra time with my son is priceless."

And for those thinking about taking shared parental leave, here's what Tom has to say...

"Do it! Bruntwood's colleague value proposition is to shape your world. They back it up by creating these policies to enable parents to share in the experience. If you want to do it, there is no stigma - I've only ever felt just supported.

The only thing to do is to be thoughtful to how you will make it work for you, so that you and your partner get what you need out of it, but also so that your employer has clarity on how your role will work whilst you are away. For example, in my situation, it meant thinking about the timing of taking leave around a big bid we were undertaking at the time."





Meet Natalie Layng a Bruntwood Graduate

What attracted you to Bruntwood's graduate scheme?

Firstly, Bruntwood itself. As a company expanding in new directions each year, it presents endless opportunities to be exposed to a variety of industries and people. In terms of the graduate scheme, the flexibility and the focus on development were unrivalled. I knew instantly this would be the best place to begin my career.

And how did you find the recruitment process?

It was fair, dynamic and well organised. The initial blind recruitment process meant all candidates were on a level playing field and proved that Bruntwood operates with integrity, selecting people based on their values, drive and ability before their background and experience. The following stages presented us with a variety of tasks, allowing us to demonstrate our individual strengths.

So far, how has Bruntwood helped support your career ambitions?

So far, my two rotations have provided invaluable opportunities to learn new things and to test my adaptability by working and thinking in completely different ways. The Learning and Development team has emphasised the importance of consistent reflection and evaluation throughout each rotation, helping me find strategies to implement the lessons I've learned in future tasks. Being part of a company that really invests in its people has inspired me to aim high and continue growing in and outside of the workplace. Thanks to Bruntwood's graduate scheme, I'm excited to think about where I could be in ten years time.

How would you describe being a new graduate in Bruntwood, especially a female one in what is traditionally a male dominated industry?

Despite the fact that industry is traditionally male-dominated, I haven't felt out of place or unsupported once at work. The people at Bruntwood encourage diversity and really value new ideas. Not to mention that the male to female ratio is very balanced here.

Looking outside of Bruntwood - what more could be done to improve opportunities for women in general and address issues such as gender pay gap?

I think more discussions need to be had around the complexities of women's positions in society and the workplace. Male employers need to be included in these discussions so that they gain a desire to learn from and include the voices of women within the policy-building process, especially now that gender-roles are increasingly changing. An understanding of how women's economic empowerment can add value both in the household and in the workplace is necessary for all businesses. Partnerships with businesses to improve data and transparency on women's work in supply chains could make this value more visible and improve global knowledge on women's economic contribution.

Discussions on women's access to empowered positions and participation in supply chains should focus on creating sustainable, systematic change by supporting existing interventions to transform social norms on gender and promoting the adoption of new public policies.

Finally, businesses should encourage colleagues to openly discuss their salaries with one another. Why is it still taboo to discuss this matter of fact? It is only by being open that women will know whether economic discrimination is present and will be able to dispute this. It's also a good way to inspire determination in women to reach higher positions, which historically women feel less inclined to strive for due to their domestic responsibilities. An open discussion of salaries will show more women that the pay gap between roles is not always reflective of a higher workload or ability.

What advice would you give to someone just starting out on their career as you are?

I would say that self-belief is important. It's easy to lack this when you're just starting out in your career, so finding a good mentor can really help. Your mentor can highlight to you your strengths and give guidance on how to implement these in your work. Having self-belief and confidence will make you open to new challenges and pushing yourself outside of your comfort zone, which is key for growth.



Meet Kerri Ann Wallbanks a Bruntwood Graduate

What attracted you to Bruntwood's graduate scheme?

The passion Bruntwood has to truly create a positive impact both internally and our wider communities. Bruntwood has a true desire to deliver the promise of creating thriving cities and I loved the idea of being able to have a positive impact on those around me while still developing my career ambitions and challenging myself.

And how did you find the recruitment process?

I found the process fair and well organised. The team that were involved in setting up the assessment days and interview process, did an amazing job at ensuring the process was both challenging and enjoyable.

So far, how has Bruntwood helped support your career ambitions?

As a graduate, being exposed to so many areas of the business can be overwhelming but, Bruntwood has always made sure we are given the best training and development to cope with change and embrace every opportunity we are given. There is always support if we need it, and we are given a good amount of responsibility to ensure we work well in our teams and on our own.

How would you describe being a new graduate in Bruntwood, especially a female one in what is traditionally a male dominated industry?

When I applied for Bruntwood, it didn't cross my mind that I would be entering a male dominated industry. I am very passionate about equality in the workplace, so I overlooked the dominant gender in the industry and applied feeling as though I was equal. Since starting, everyone within the company has been very welcoming and always willing to help, and I have really enjoyed working with so many hard working and inspiring people. I have not at any point felt inferior to any of the male colleagues, and have enjoyed working with a diverse and equal workforce. I hope that I can continue to work hard at delivering

Bruntwood's purpose and values and make a difference in each department and team I work within. I would love to bring all of my past experiences and knowledge forward to help the company grow and I hope I can have a positive impact on the company and the people I work with along the way.

Of all the benefits and opportunity we offer colleagues - which ones have had the most impact on you at home and on your work / life balance?

Agile working, definitely. Since starting to train competitively in olympic weightlifting, I generally go to the gym twice a day. Having the ability to work at different offices or at home has helped organise my training and I am able to continue to focus on my goals outside of work.

What do you think we could do to improve colleagues' experiences of working here; especially as we look to create a more inclusive culture not just for women, but for everybody?

In general, I think Bruntwood is doing an excellent job of creating an inclusive culture. The diversity and inclusion strategy that the company has excellent plans for everyone. I think Bruntwood needs to continue to ensure hiring practices and promotions remain fair, and we need to ensure everyone involved is trained on identifying unconscious bias. I think Bruntwood would also benefit from being more transparent about the topic and encourage a workforce that speaks up about what they feel an inclusive culture means to them.

And generally, looking outside of Bruntwood - what more could be to improve opportunities for women in general and address issues such as gender pay gap?

I think the topic needs to be widely discussed and open so that women feel as though they are not inferior in any way. Everyone deserves equal opportunity and no one should ever be made to feel they deserve less. The gender pay gap reporting has been excellent in making people aware and challenging the differences, but it's up to everyone to ensure the topic is discussed and tackled accordingly. This means that the topic needs to be transparent within business, as many women may not be aware that their pay is not equal.

What advice would you give to someone just starting out on their career as you are?

Embrace change and welcome new opportunities. Finishing university can be daunting, but set yourself goals and work hard to achieve them. Don't be afraid to make mistakes along the way, in fact, welcome them because your mistakes will always turn into a lesson for the future. Your career won't always be straightforward, but enjoy the opportunities you are given and make the most of the support you are offered along the way.

Section 8

**The focus for the
next 12 months**

We know that diversity makes inclusion harder. In order to be truly reflective of the cities we live and work in, we need to tip the scales, push ourselves and make a real step change in the makeup of our workforce.

The numbers aren't the most important thing but we do need numbers - after all, what gets measured gets done.

So, we've set ourselves some goals to give us a clear vision of where we're heading and help us hold ourselves to account.

We've set ourselves some targets to measure progress by over the course of three and five years.



The targets revolve around key areas we've identified and include

- **Gender balanced workforce**
- **No gender pay gap**
- **No pay disparity**
- Age balanced workforce
- Increased Black, Asian and minority ethnic representation
- Increased disability representation

Alongside diversity targets, we've also set ourselves some inclusion targets around

- **The perception of pay**
- **The perception of career development & progression**
- Leaders with different educational backgrounds
- The perception of work flexibility
- Engagement scores across key groups of colleagues





Our approach

With becoming a truly diverse and inclusive employer being our aim and knowing what we want to achieve, we've put together a framework based on four key principles.

Changing mindsets

Changing mindsets will be a communication & education programme focused on engaging all colleagues with our diversity & inclusion ambitions - ensuring everyone understands why we need to change and how it will benefit everyone. It will help colleagues be aware of their own perceptions and assumptions.

INITIATIVES INCLUDE:

- Unconscious bias training
- Mentoring & sponsorship programmes

Leaders leading the way

Our leaders cast a long shadow so our leaders need to be leading the way. They are critical to the change we want to see so we'll be working with our SLT to engage them, create a sense of ownership and equip them with the tools they need to lead change.

INITIATIVES INCLUDE:

- Leaders' communication toolkits
- Recruitment training
- Unconscious bias / inclusive leadership training

People practices

People practices will be led by our People team who will look to ensure that all our people practices (from recruitment to performance management to reward and benefits) are aligned to our approach to inclusivity. Our focus will be on areas such as recruitment, pay, flexible working/agile working, succession/promotion practices and our working environment/ office environment.

INITIATIVES INCLUDE:

- Recruitment processes and materials including content and channels
- Career and pay framework
- Flexible working agenda

Speak up culture

Finally, we want to promote a speak up culture empowering colleagues to use their voice to call out behaviour that isn't in line with our values, to speak up if they have concerns about leadership behaviours or our culture - creating a safe and inclusive culture.

INITIATIVES INCLUDE:

- Updated grievance and whistleblowing policies and mechanisms
- D&I champions and ambassadors

And if we get this right, this is how all Bruntwood colleagues should feel...

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Bruntwood is a brilliant company to work with.

I've worked in other companies where they say they are a diverse employer; but here, Bruntwood really means it.

You can see and feel it around you. I feel "safe" at work to be who I really am and that makes me feel like I'm included - like I'm truly a part of the business not just sitting on the sidelines and not being listened to. I can't tell you how important that is and it makes me enjoy and love my job even more.

My colleagues are genuinely interested in me and want to know more about my background. And actually, I think that shows a real sign of respect and willingness to understand my world better.

My manager encourages and gives me the same time and space as everybody else to have my say and take part in upcoming projects - just goes to show that it always comes down to skills and experience - regardless of who you are. I've never felt like I've been held back in any way because of who I am. I know we're all treated fairly when it comes to pay, benefits and being able to work in a way that suits me and the business.

And actually, the way Bruntwood is so inclusive goes beyond my workspace. I can see it in the work we do in my local community - they're making a real difference to the city. Bruntwood really cares about creating thriving cities and they really care about **everybody** that lives in them.

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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 People & Talent and Finance departments.

A handwritten signature in black ink that reads "Chris Oglesby". The signature is written in a cursive, flowing style.

Chris Oglesby
Chief Executive, Bruntwood