



Bruntwood's gender pay gap report

Covering the period of April 2018

bruntwood

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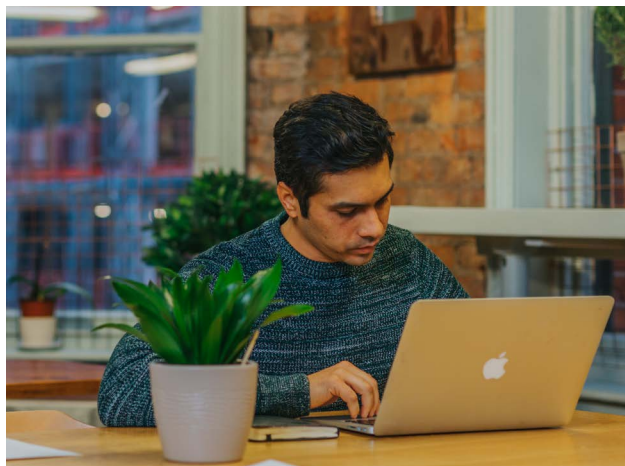
Section 1

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.

We published our first report in April 2018 covering a snapshot of data taken on 4th April 2017. This year's report covers data taken on 4th April 2018 and analysis was completed in line with the Government guidelines.

- We are pleased to report that our **mean gender pay gap** has reduced by **6.11%** to **10.55%**
- And our **median gender pay gap** has grown even more favourable to women compared to 2017 and now stands at **-20.4%**.
- However, our **mean gender bonus pay gap** has increased further from **2.8%** to **41.92%**.
- Whilst our **median gender bonus pay gap** has shifted more favourably towards women, from **10%** to **-1.89%**.
- Our quartile analysis highlights an **increased female representation** across the top two quartiles, however men still continue to dominate higher paid roles.



Factors impacting these results include

- **An under-representation of women at Board and Senior Leadership Team (SLT) level which are our most senior and therefore higher paid roles**
- **A higher proportion of long serving male colleagues in senior (higher paid) positions who have been able to take advantage of various promotion opportunities**
- **The lack of a defined bonus scheme for the business (with the exception of the Board) meaning the majority of our bonus payments are made on a one-off ad-hoc basis related to the completion of key construction and development projects and programmes; and commercial activity delivered by male dominated teams**

We're pleased that the actions we have taken so far have resulted in a reduction of our mean gender pay gap; but we are acutely aware that more needs to be done and we are well underway with a number of initiatives and new approaches to continue to redress the balance.



Section 2

Chris Oglesby on how Bruntwood is finding the balance



Bruntwood is committed to creating thriving cities by supporting vibrant communities, successful businesses and growing economies.

But in order for us to provide the best possible support and expert guidance to our customers and the stakeholders we work with, it's essential we reflect the communities we all live and work in. That's why we're so committed to having a gender-balanced boardroom and a gender-balance of colleagues.

As you'll see we have taken huge strides in redressing that balance, in what is traditionally a very male dominated industry, and I'm very pleased we are able to report a decrease in our mean gender pay gap.

However, as the gender bonus gap and quartile analysis highlights, we are acutely aware that more needs to be done and we are well underway with a number of initiatives and new approaches that will not only continue to improve female colleagues' experiences of working at Bruntwood - but everybody else's as well.

Because as important as it is to ensure we have a gender balanced business, we are also working hard on becoming an even more diverse and inclusive employer. And as such, this is now one of the business' key strategic priorities.

A truly diverse and inclusive workplace brings huge benefits - 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, increased business performance, and improved brand perception.

And certainly, in both my business and personal life I always prefer being with a diverse group of people. It is always more interesting, more rewarding, more fun and, within a work environment, Bruntwood also recognises it leads to better business solutions.

In a nutshell, a diverse group of colleagues help us see the world differently and helps us shape the world accordingly. Our colleagues are our biggest asset and it's crucial we continue to ensure that everyone is not only inspired and motivated to their fullest potential but that they are also recognised and rewarded fairly, equally and transparently.

A handwritten signature in black ink that reads "Chris Oglesby". The script is fluid and cursive.

Chris Oglesby
Chief Executive, Bruntwood

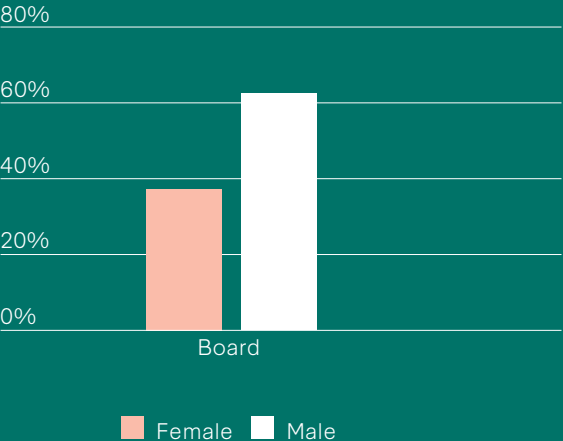
“A truly diverse and inclusive workplace brings huge benefits.”

Section 3

How our thriving Bruntwood community is made up

Across our Board

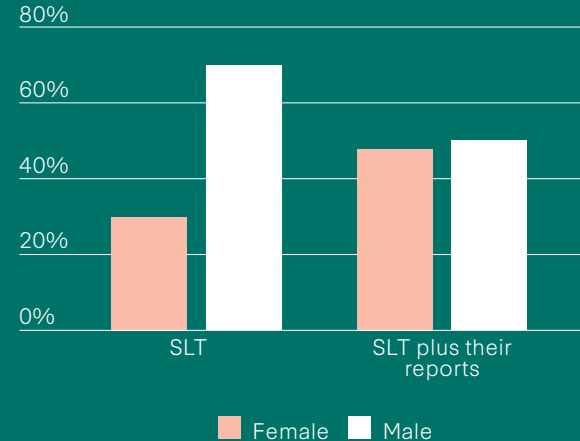
The Board is made up of eight colleagues where three of them are female; Kate Vokes (Culture Director), Jessica Bowles (Strategy Director) and Ciara Keeling (CEO Bruntwood Works).



37.5%
PROPORTION OF FEMALE
REPRESENTATION ON THE
BOARD

Across our SLT and their reports

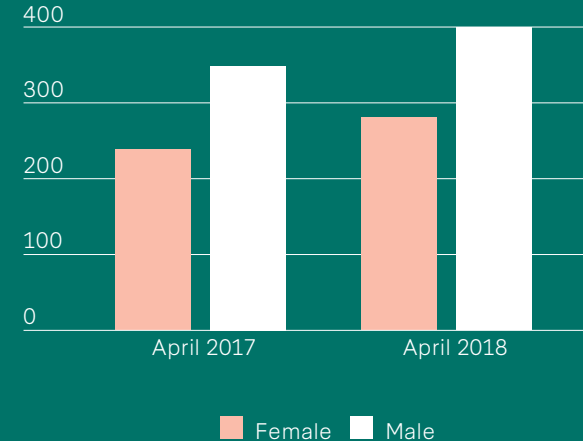
This looks at the ratio of men and women across our SLT, and then across the group of colleagues that report directly into that SLT.



49%
PROPORTION OF FEMALE
COLLEAGUES REPORTING
INTO THE SLT

Across our offices

In April 2017, 239 colleagues were female, representing just over 40% of our workforce. In April 2018, the number of women in the business increased to 281 which represents a slightly increased proportion of female representation to 41%.



41%
PROPORTION OF FEMALE
REPRESENTATION ACROSS
THE BUSINESS

Section 4

Our April 2018 gender pay gap

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.

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

The mean calculation is the difference between the average hourly earnings or the average bonus amount of men and women at Bruntwood. Whereas the median calculation is the difference between the mid point of the hourly rates or bonus amount between men and women.



Our mean gender pay gap

In April 2017, our mean gender pay gap was 16.66%. In April 2018, we're pleased to report a decrease in that mean gap by 6.11%. **This means that our mean gender pay gap for April 2018 is now 10.55%.**

April 2017	16.66%
April 2018	10.55%
April 2017 vs April 2018	6.11%

10.55%

2018 MEAN GENDER PAY GAP

Our mean gender bonus gap

In April 2017, our mean gender bonus gap was 2.9%. In April 2018, mean bonus gap increased further by 39.03%. **This means that our mean gender bonus gap for April 2018 is now 41.92%.**

April 2017	2.9%
April 2018	41.92%
April 2017 vs April 2018	39.03%

41.92%

2018 MEAN GENDER BONUS GAP

*This excludes any payments made through our Share Incentive Plan

Our median gender pay gap

In April 2017, our median gender pay gap was favourable towards our female colleagues at -4.2%. And in April 2018, that gap has grown even more favourable to women by 15.62%. **This means that our median gender pay gap for April 2018 is now -20.04%.**

April 2017	-4.42%
April 2018	-20.04%
April 2017 vs April 2018	6.11%

-20.04%

2018 MEDIAN GENDER PAY GAP

Our median gender bonus gap

In April 2017, our median gender bonus gap was 10%. And in April 2018, that gap has grown more favourable to women by 11.89%. **This means that our median gender pay gap for April 2018 is now -1.89%.**

April 2017	10%
April 2018	-1.89%
April 2017 vs April 2018	11.89%

-1.89%

2018 MEDIAN GENDER BONUS GAP

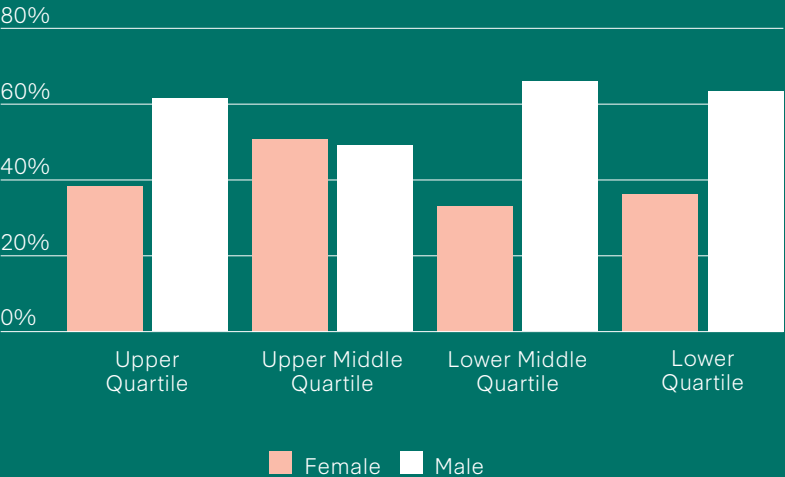
*This excludes any payments made through our Share Incentive Plan

Gender pay gap quartiles

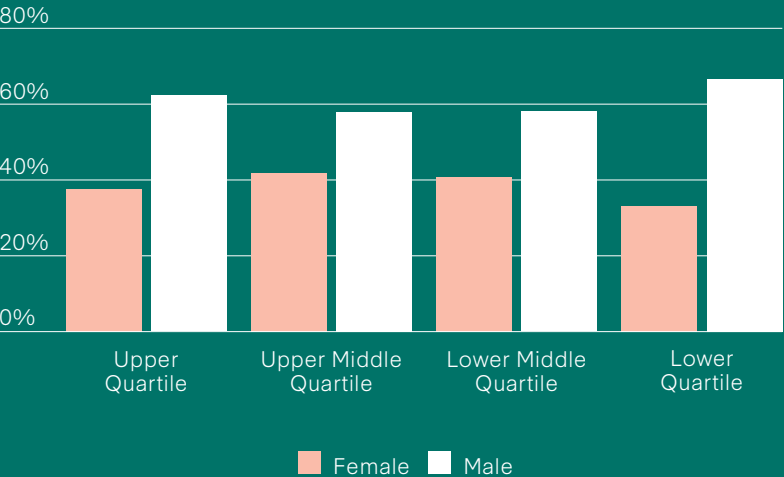
As well as our mean and median gender pay gaps across salaries and bonus payments, we also need to calculate and report on Bruntwood’s proportion of men and women across four pay bands, also known as quartiles.

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.

Below is our gender pay gap quartiles for April 2018:



And this is how it compares to April 2017:



Section 5

Our April 2018 gender pay gap – the impacting factors

Gender pay gap factors

As with our 2017 gender pay gap report, 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 from our calculations our mean gap would reduce to 4.5%.

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 we will be taking a lead in challenging this and paving the way for change.

Our quartile analysis shows **lower bands are still dominated by men** in our entry level and lower paid roles and so this will continue to be a focus areas. We are already revising our approach as you will see through our Bruntwood talent programmes (see page 21) along with completing a comprehensive salary benchmarking review.

However, as you will have seen, we have made **significant inroads to redressing this balance**. And the fact that our median gap is more favourable to women and has grown in 2018 is testament to that. In addition we increased our representation of women in the top quartiles which has impacted on this figure.



In June 2018, the business restructured itself significantly with two main drivers behind the change; to create a structure that allowed us to dedicate focus and resource on key two target markets; but equally to provide colleagues with a structure and a framework that allowed them to achieve their potential and shape their careers.

As a result of that restructure, and across the 12 months since this reporting period, we

- Appointed Ciara Keeling as CEO of Bruntwood Works which increased our female representation on the Board to 37.5%
- Appointed Polly McAllester as our dedicated Leadership Development Director
- Appointed a total of 19 new directors, nine of which are female leaders
- Increased our female representation at SLT level to 32%
- Increased the proportion of female colleagues reporting into the SLT to 49%
- Increased the number of female colleagues across the business to 281 representing a slight increase to 41%.



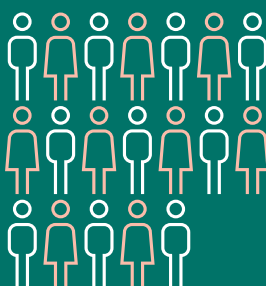
CIARA KEELING
APPOINTED CEO OF
BRUNTWOOD WORKS

281
NUMBER OF FEMALE
COLLEAGUES ACROSS
THE BUSINESS



POLLY MCALLESTER
APPOINTED LEADERSHIP
DEVELOPMENT DIRECTOR

37.5%
PROPORTION OF FEMALE
REPRESENTATION ON THE
BOARD



+9
APPOINTED 19 NEW
DIRECTORS, 9 OF WHICH
ARE FEMALE LEADERS

49%
PROPORTION OF FEMALE
COLLEAGUES REPORTING
INTO THE SLT

32%
FEMALE REPRESENTATION
AT SLT

We also identified a number of departments that showed significant gaps in their male to female ratios including Asset Management, Building and Construction and Sales where there are more males than females employed in the senior roles. The latter two teams not only impacted our gender pay gap but also had a significant impact on our gender bonus gap too.

Gender bonus gap factors

Our mean gender bonus gap has unfortunately grown significantly from 2.8% to 41.92% in favour of male colleagues. However, our median gap has shifted more favourably to women meaning the middle point of bonus payments is higher for women and has grown from 10% to -1.89%.

So, while the number of bonus payments made to both men and women has reduced, the percentage of men receiving a bonus still remains significantly higher than women.

During this reporting period, Bruntwood completed a number of significant construction and development projects delivered by male dominated teams. The majority of the bonus payments made at that time related to the completion of these key projects and programmes.

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

Gender pay gap quartiles

Our quartile analysis highlights an increased female representation in the top two quartiles. However, it equally shows that men continue to dominate those higher paid roles in the business.





Meet Sally Hill

our Director of Social Impact Partnerships

As part of the restructure that took place in June 2018, Sally was appointed Director of Social Impacts Partnerships and is a part of our Senior Leadership Team.

Managing a team of four, she reports directly into the Board and is responsible for our community and cultural partnerships that help bring our purpose of creating thriving cities to life.

Sally has been with us for 12 years and started her Bruntwood career as a Sponsorship Marketing Manager.

She is mum to Isaac and is expecting a child in Spring 2019.

What was it about working at Bruntwood that attracted you to join us?

I've been here 12 years now so it's a struggle to recall what first attracted me to the business! But the one thing that clearly stood out and intrigued me (and still does) was our ethos and how much they invested in the cities they operate in.

And then on starting, it was really clear that they had developed a great culture with a really positive forward thinking outlook.

And what is the best thing about working here that has meant you keep enjoying work?

No day is ever the same! Over the years, I've had so many opportunities to work on various projects in my role - all of which I've got a really strong sense of purpose from; and I've been empowered to take real ownership and accountability for everything that I've been responsible for.

I also have the chance to work with colleagues across the business. There is a real passion that exists in the company to have a positive impact - not just internally but across the wider communities we live and work in. You see it everyday in all parts of the business.

My life is very different now compared to 12 years ago which has meant my needs have changed a lot; but throughout Bruntwood have been brilliant to work with and really supportive.

What do you think we could do to improve colleagues' experiences of working here; especially for women?

We have a huge amount of benefits available to us - not just for women but for everyone across quite a diverse workforce - we need to really shout about them more.

And we need have more conversations around how people like to work and how they find and manage the right balance. Hearing other people share their stories on this can prove inspiring.

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

One of the big changes I've experienced over the last 12 years since joining Bruntwood is having children and the enhanced maternity package available to us makes a huge difference during what can be quite a stressful time!

It's also brilliant to have that the flexibility and agility to work anywhere as suits me. It's those "small" benefits that make a huge difference.

What could be done to improve opportunities for women in general?

Generally speaking I think more needs to be done around accessible child care in the UK. It would have a huge impact on unlocking the potential of the UK's workforce (not just women) and ensure there is greater representation of women across all sectors and roles.

As a slight aside, I recently read that everything from seat belts to Alexa have been built to respond to a man...

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

Look for inspiration everywhere and in everything that you do - don't just rely on your close network or surroundings.

Section 6

**Taking a lead on the issues that matter –
how Bruntwood is continuing to redress
the gender balance and the gap**

Over the last 12 months, Bruntwood has made huge inroads in redressing our gender imbalance and we have already shown great signs of progress and being brilliant to work with regardless of gender.

However, we are very aware that much more still needs to be done.

Over the coming months, we are developing a fresh approach to diversity at Bruntwood - where we will be looking to continue the great work we're already doing in developing and strengthening a truly inclusive culture that doesn't just focus on gender but that also welcomes and embraces new and existing colleagues from all walks of life.

As part of that wider programme we have a number of initiatives in place that will also further positively impact female colleagues' experiences at work.

**Over the coming months,
we are developing a fresh
approach to diversity at
Bruntwood.**



Support for parents and flexible / agile working environments

Bruntwood have a range of benefits available to best support parents and those needing a flexible working environment.

We offer enhanced maternity, paternity and shared parental leave as well as £500 bonus for expectant mothers and fathers.

We also encourage all colleagues to work as agilely and as flexibly as suits them and as suits their role. We have hot desk work environments, and provide all the equipment and ways of working (where possible) that enable colleagues to choose where and how they work.

Talent development

We know that our gap stems from an imbalance of men and women in our senior roles. We are working hard to address this through development of our female leaders. To accompany and support the restructure that took place in June 2018 (as well as a number of smaller reshapes in other parts of the business), we introduced a revised approach to personal development plans and later this year we'll be launching a new approach to performance feedback and management.

The introduction of a dedicated Leadership Development Director focused on developing our leaders with specialised coaching and mentoring, is also a hugely positive step and one that is still quite unusual especially in the property sector.





Meet Hannah Coulson one of our Development Surveyors

Hannah is part of our Development team and joined the business two years ago as a graduate.

Now she is a Development Surveyor and is currently completing her Assessment of Professional Competence - the training scheme that graduates need to complete to qualify as a Chartered Surveyor.

What was it about working at Bruntwood that attracted you to join us?

I really liked the idea of working for a family business because I wanted to work for a company that cared - both in terms of what they do day to day, but with an eye to the future and the impact they have on our communities. This was really important to me - I didn't just want to be a cog in a big corporate machine.

The sense of community runs all the way through Bruntwood and I think this is what makes it so unique. There are also many opportunities across the business and different types of projects that you can get involved with.

And what is the best thing about working here that has meant you keep enjoying work?

I love the variety of my work. It's really fast paced and every day I'm working on different tasks and on new parts of projects which keeps things exciting.

I often also get the opportunity to work with people from different departments, meaning we're all constantly learning from each other and building those all-important relationships right across the company.

What do you think we could do to improve colleagues' experiences of working here; especially for women?

Being honest? I'm really struggling to think of an answer - Bruntwood really have thought about everything to make it a great colleague experience even down to the smallest things!

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

Agile working is definitely a huge benefit of working here. I like having the choice of working in any office depending on what suits me on that particular day, and also depending on what I'm working on at the time.

Having free breakfasts available every day is also a great bonus, especially our Wellness Wednesday treats!

What could be done to improve opportunities for women in general?

I think the female representation in this company is really strong, and really quite inspiring.

We need to continue to encourage more women to get into property and we need to get that started early - such as events with school leavers to spread the word of women's successes at Bruntwood. That should help keep the female momentum going in the industry.

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

That you really can do anything that you want to do if you put your mind to it and put the work in! Even if it seems like an impossible dream at the moment, be confident in yourself and persevere. And most importantly don't be too hard on yourself when you make mistakes - we're all human. You can then use that learning experience to your advantage in the future.

Remuneration & reward

As part of our overall approach to being a company that is brilliant to work with, we are completing comprehensive reviews of our benefits package ensuring that the range we offer meets the various needs of our diverse group of colleagues. We are also in the process of completing a full remuneration review with the aim of ensuring a fair and transparent framework around reward.

Future talent

Earlier this year we launched our comprehensive Future Talent scheme looking at how we can best support the next generation wanting to work in the property industry. We recruited a Future Talent Coordinator to focus entirely on this work; developing apprenticeships, meaningful work experiences and graduate programmes.

To support this we've introduced more thoughtful, targeted recruitment campaigns with better gender representation and which are more reflective of our overall communities.

All the schemes have been well supported by our Bruntwood female role models - highlighting the opportunities available in a typically male-dominated sector.

And recently, we introduced anonymous/blind shortlisting which we trialled in our 2019 Graduate Scheme. Taking this one step further, we're developing our recruitment system to allow this across all roles.





Meet Alexandra Lee-Ramsey a T Level student

Alexandra is a T Level student currently working as part of our very male dominated heating, ventilation and air conditioning team (HVAC).

What inspired you to complete your T Level with the heating, ventilation and air conditioning team?

I've been completing a Level 3 in Building Services at college for the last couple of years and as part of that I became really interested in completing T-Levels in HVAC.

Because of that background, I've become very invested in understanding how everything in HVAC comes and works together. So when the opportunity came up to get involved with the Bruntwood HVAC team I knew it was perfect to help me further my career within the building services industry.

How are you enjoying being part of the team?

Working with the team is amazing and all the people I have met are really supportive, understanding and unbelievably helpful. The fact that the industry is mainly male dominated hasn't really affected my attitude and I haven't come across any barriers. I've been really welcomed into the team and am treated as an equal.

How has Bruntwood been able to support you completing your T Level?

Bruntwood has really supported me with the T Levels by enabling me to work with such an inviting and welcoming team.

And the experience I am gaining is invaluable. Not only am I learning more around my own future career aspirations, I'm also gaining transferable skills by working as part of a wider team. The variety of people I am coming into contact with widens my experience and I really am constantly learning.

What do you see yourself doing next?

After my T Levels I hope to get an apprenticeship in HVAC design and the Bruntwood experience has just reinforced exactly what I want to achieve in the industry.



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