

# Gender pay gap

*at Bruntwood*



# Foreword

by Chris Oglesby,  
Chief Executive



*Bruntwood is a family-owned and run property company operating in city regions in the North of England and Midlands.*

Our purpose is to “Make our great city regions greater” and we do this through the success of our 3C’s – our Colleagues, Customers and Communities. Founded 42 years ago, our business has always recognised that our colleagues are our biggest asset. We are continually looking at ways to deepen our engagement with our colleagues by empowering and inspiring individuals to shape their world.

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

It is well known that the property industry has traditionally been male dominated, particularly in senior roles and we recognise the fundamental role we have to play in challenging perceptions and driving change. We are a business with low levels of colleague turnover and understand that meaningful change takes time, but we are determined to do our bit in making this happen. This paper highlights where we are to date on this journey and our commitment to closing our gap.

Under new legislation employers with more than 250 employees are required to publish their gender pay gap data. This is a welcome move towards transparency over the issue of gender pay in our sector and will help us focus on the move towards parity over the next few years.



# At a glance

## Headline gender pay figures

### Bruntwood Gender Pay Gap

(Snapshot 5 April 2017)

Mean gender pay gap	16.66%
Median gender pay gap	-4.42%
Mean gender bonus gap	2.9%
Median gender bonus gap	10%

This table shows the mean and median gender pay gap, based on hourly rates of pay on 5th April 2017 and the difference between bonus payments made in the 12 months leading up to 5th April 2017. It is important to note that this does not mean equal pay – this is the difference in the average earnings of all men and women collectively across a company, regardless of role or seniority.

At Bruntwood we carry out robust pay reviews annually to ensure that each role is benchmarked accordingly and like for like roles are paid equally across the business.

7.5% women and 17.5% men received a bonus. Additionally, 15 years ago we introduced the Bruntwood All Employee Share Ownership Plan (AESOP) to everyone at Bruntwood. We wanted to give our colleagues actual ownership in part of the business in order to really feel that sense of purpose with the work they are doing.

## Understanding the gap

The biggest underlying reason for our gap is the underrepresentation of women at director/board level. If we remove directors from our figures our gap drops significantly to a mean of 5.79%.

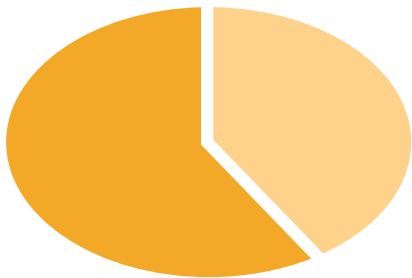
Our other departments that show gaps include Professional Services, Asset Management, Building and Construction and Sales where there are more males than females employed in the senior roles. The departments where the gap is favourable towards women include Property Management, IT and Financial Accounting.

The challenge is not unique to Bruntwood, women are generally underrepresented in senior roles across the UK and in particular in the property sector. Bruntwood has a role to play in challenging this and leading change.

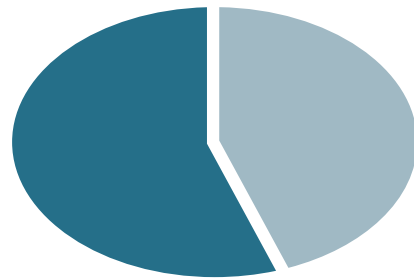


## Quartiles

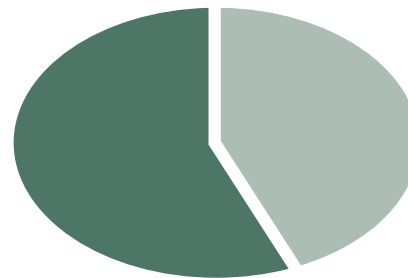
The salaries were split into 4 equal quartiles. The % figures show how many men and women are paid within that quartile.



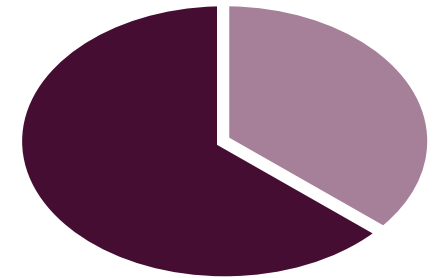
*Upper Quartile*  
Men – 62.4%  
Women – 37.6%



*Upper Middle Quartile*  
Men – 58.0%  
Women – 42.0%



*Lower Middle Quartile*  
Men – 59.1%  
Women – 40.9%



*Lower Quartile*  
Men – 66.7%  
Women – 33.3%

# Closing our gap



*Bruntwood is committed to closing the gender pay gap and already has a number of initiatives in place to support our drive for equality in the workplace.*

## Culture

At Bruntwood, we work hard to create an environment of trust and autonomy where our colleagues are able to shape the way they work to balance with other commitments.

We pledge to be the kind of organisation that enables people to shape their world and to find the balance that brings out the best in everything they do. We have many examples of how this manifests at Bruntwood, from flexible working, counselling support, wellbeing initiatives and a values driven culture. This positive culture, one where individual needs are recognised and understood, as well as being balanced with the needs of the business, drives fairness, equality and opportunity for everyone to achieve their ambition.

## Support for parents

In 2017, we reviewed our parental leave policies and we have significantly enhanced our maternity, paternity and shared parental leave pay as well as offering a £500 bonus for expectant mothers and fathers.

Our culture promotes flexible working and in our most recent engagement survey 75% answered favourably to work life blend. We continually review our policies and practices to reinforce this message at Bruntwood.



## Leadership development

We continually invest in leadership development. Since launching Bruntwood's Leadership and Management Development programmes, women now represent 50% of all delegates who are currently participating or have completed a programme. Our ambition is that this will address the gender imbalance in senior roles.

### Senior appointments

We know that our gap stems from a lower representation of women in senior roles. Alongside developing female talent across the business through our management and leadership programmes we have also externally recruited two female directors into newly created senior level roles (Director of Strategy and Property Director) in the last three years.

Our aim is that through our leadership development, support with flexible working and addressing bias free recruitment practices, we can continue to increase our representation of women in senior roles.

## Future talent

We are using future talent programmes, including apprenticeships and work placement schemes to widen participation in what were traditionally male dominated roles.

We're extending recruitment times in apprenticeship roles to allow for additional engagement in targeting specific groups and networks and we're using more positive female role models in our campaigns.

### Working group

We recognise that action to close this gap needs to be measurable and meaningful and that change will take time. Our ambition is to close our gap and to support this we have set up a working group with people from across the business to focus on addressing the issue of the gender pay gap at Bruntwood.

**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.

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