

Property Management and Building Consultancy specialists



GENDER PAY REPORT 2024





At Workman, we are committed to creating a working environment that is inclusive, diverse and enables our people to be successful.

Our Equality, Diversity and Inclusion (ED&I) strategy continues to evolve and we aim to create a supportive environment where opportunities are available for all of our colleagues. As a Partnership, we are proud of what our people achieve.

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WHAT IS GENDER PAY REPORTING?

Gender Pay Reporting looks at the gender pay gap between the average pay of men and women in an organisation.

The gender pay gap is not the same as equal pay and follows calculations set out by the Government.

The gender pay gap is the difference between the average male and female pay including all roles across the organisation. Equal pay describes men and women receiving the same pay for the same work or equivalent role. Having a gender pay gap does not mean the men and women at Workman are not receiving equal pay.

Workman is a Partnership and reports its' gender pay gap in line with the Government guidelines.



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We are pleased to report a reduction in our gender pay gap this year across the Group.

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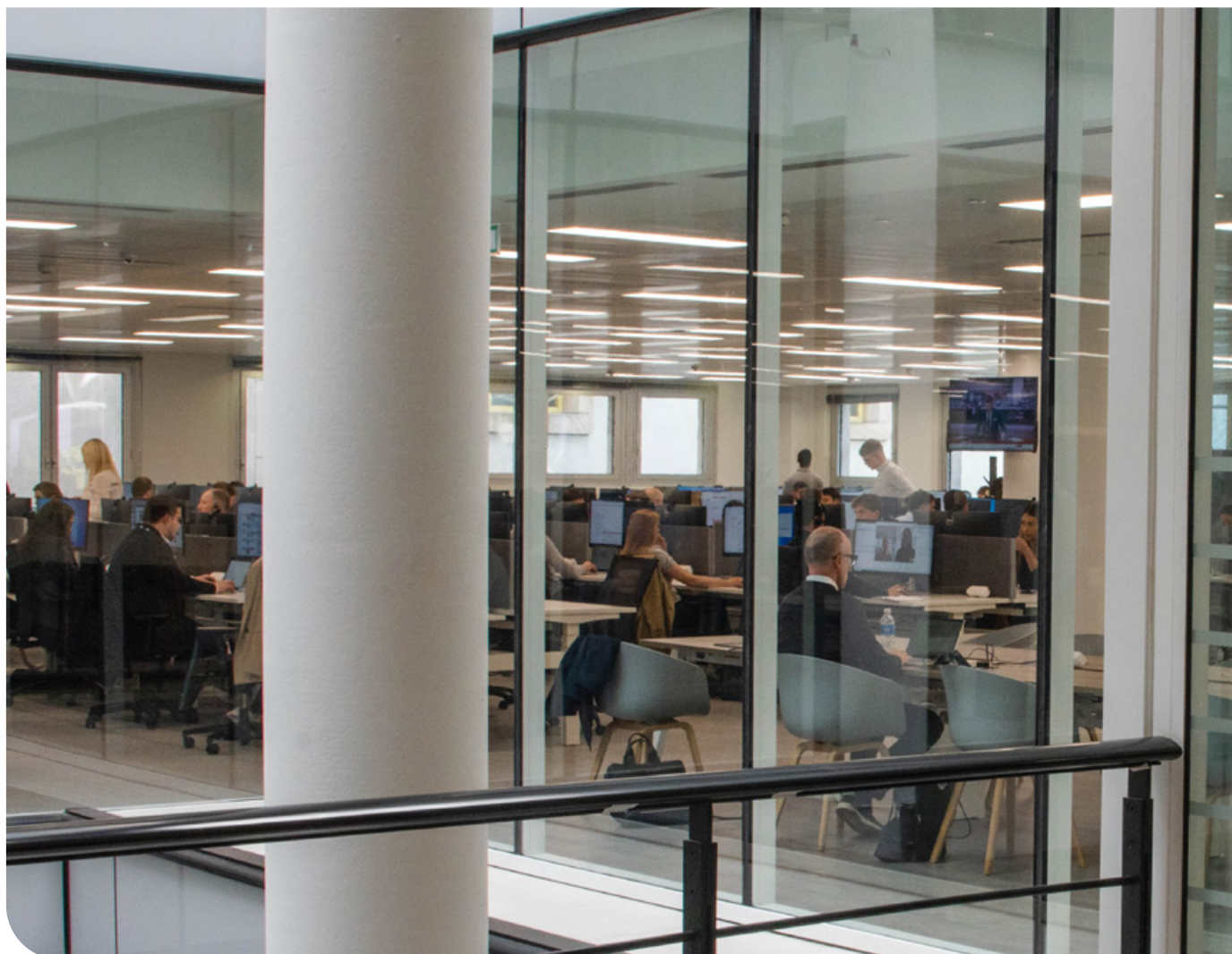
OUR GENDER PAY REPORT FOR 2024

The Workman Group consists of two legal entities employing people in the UK, Workman LLP and Workman Facilities Management Ltd. Both entities have a headcount of more than 250 people and are required to report our gender pay gap by the Government each year.

The snapshot date for this report is 5 April 2023. This report shows the gender pay gap, bonus gender pay gap and pay quartiles of our people.

HOW THE GENDER PAY GAP IS CALCULATED

The gender pay gap reporting calculations are outlined by the Government. It is important to note that the gender pay gap is not the same as equal pay.



OUR GENDER PAY GAP

The mean average gender pay gap is the difference in average hourly rates of pay that male and female employees receive, shown as a percentage of male earnings.

The median average gender pay gap is the difference in the midpoint of the hourly rates of pay for male and female employees, shown as a percentage of male hourly earnings.

We are pleased to report that our gender pay gap for LLP reduced again this year. Our mean gender pay gap has reduced by 0.7% and the median has reduced by 4.5% this year.

For WFM, we can see an increase this year of 0.7% in the mean and 0.4% in the median gender pay gap. Although these increases are small, we recognise there is more work to be done in our WFM entity.

LLP

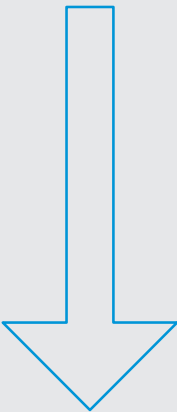
YEAR	MEAN	MEDIAN
2024	14.2	10.7
2023	14.9	15.2
2022	17.8	22.2

WFM

YEAR	MEAN	MEDIAN
2024	11.4	16.1
2023	10.7	15.7
2022	10.1	16.7

0.7%

DECREASE
IN THE LLP
MEAN AND A
REDUCTION
OF 4.5% IN
OUR MEDIAN.



BONUS GENDER PAY GAP

The mean gender bonus gap is the difference in average bonus pay received by male and female employees, expressed as a percentage of male employees' earnings.

The median gender bonus gap shows the difference in the midpoints of the ranges of bonus pay received by male and female employees, expressed as a percentage of male employees' earnings.

The variance seen in the bonus pay gap across the two legal entities year on year is a result of a number of different bonus schemes and incentives across the Group, with varying pay-out ratios.

We have seen the mean bonus gap reduce by 4.3% this year, although the median has increased by 18.4% for LLP.

For WFM, we have seen an increase this year of 4.8% for the mean and 9.4% for the median gender bonus gap.

LLP

YEAR	MEAN	MEDIAN
2024	35.3	20
2023	39.6	1.6
2022	22.4	0

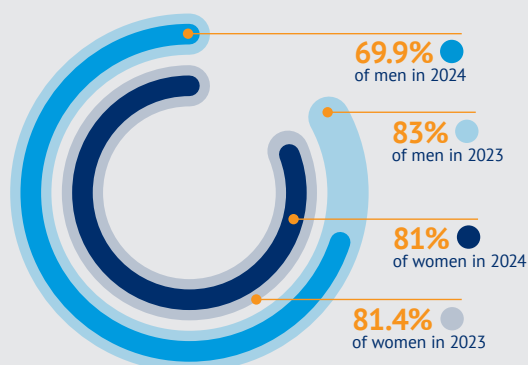
WFM

YEAR	MEAN	MEDIAN
2024	4.9	0
2023	-3.6	-9.4
2022	-22.4	-50

The percentages of men and women who receive a bonus will also vary from year to year due to the multiple bonus schemes in place across the Group.

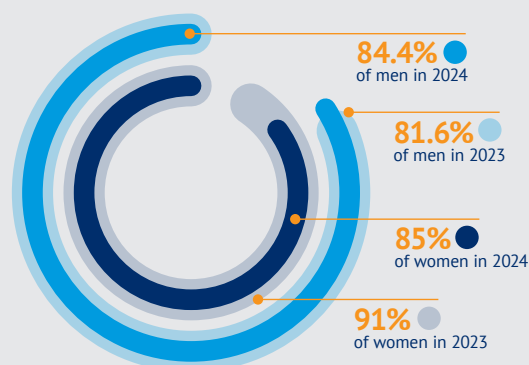
% OF EACH GENDER RECEIVING A BONUS IN LLP.

For LLP, we have seen a 0.4% decrease for the percentage of women receiving a bonus and a decrease of 13.1% in the percentage of men receiving a bonus this year.



% OF EACH GENDER RECEIVING A BONUS IN WFM.

This year, we have seen a decrease of 6% of the percentage of women receiving a bonus and an increase of 2.8% of the percentage of men receiving a bonus for WFM.



PAY QUARTILES

The pay quartiles show the percentage of men and women across four equal sized groups of employees based on their hourly pay.

For LLP, we can see a 3.2% increase of women this year in the lower pay quartile. Whereas the number of women has reduced slightly in the upper-middle (1.2%) and upper (0.6%) pay quartiles.

For WFM, we can see a reduction of women in the lower-middle (3%) and upper (0.4%) pay quartiles this year. The number of women has increased this year by 4.9% in the lower pay quartile. The number of women in the upper-middle quartile has increased this year by 13%.



LLP

YEAR	LOWER QUARTILE	LOWER-MIDDLE QUARTILE	UPPER-MIDDLE QUARTILE	UPPER QUARTILE
2024	67.9	56.3	58.9	44.9
2023	64.7	69.9	60.1	45.1
2022	66.1	71.9	57.3	36.5

WFM

YEAR	LOWER QUARTILE	LOWER-MIDDLE QUARTILE	UPPER-MIDDLE QUARTILE	UPPER QUARTILE
2024	54.3	47.6	46.3	31.7
2023	49.4	50.6	33.3	32.1
2022	51.8	57.3	39	35.4

OUR DATA IS CORRECT

We have undertaken a thorough analysis of our people data to ensure that our Gender Pay Gap information contained within this report is correct.

OUR COMMENTARY ON OUR GENDER PAY GAP

We have worked hard to close the gender pay gap in recent years and recognise that closing the gap completely will take time.

As a Partnership, Workman is committed to increasing diversity across the Group and creating an inclusive environment where people can reach their full potential. We value the achievements of our people and recognise the diversity of our senior hires will contribute to our continued success.

Overall, we have seen encouraging trends in our gender pay reporting each year since 2021 and we are keen to continue that trend to close our gender pay gap.



OUR ACTION PLAN

We remain committed to closing our gender pay gap and acknowledge that this will take time.

Our increased focus on understanding our people data will enable a strong position for us to monitor our gender pay gap. We continue to increase the diversity of our people across the Group, as we believe we are more effective when we create the space to celebrate diversity within an inclusive environment. We believe this approach is fundamental to continue the success of the Group.

As a people business, our Equality, Diversity & Inclusion (ED&I) strategy aligns with our Business Plan. Our Action Plan focuses on these key areas:

OUR CULTURE AND VALUES

Our culture and values underpin what we do, and we are committed to enabling people to reach their full potential with us. As part of this, we have appointed an independent consultant to undertake a research project from those within the business, to help us redefine and align culture and values. The Business Plan is a visibly live strategy and the Management Board have openly committed to continuing to promote inclusivity and diversity across the Group. Our Agile Working Policy is designed to encourage work-life balance and we are investing in our office spaces to encourage more in-person collaboration with colleagues, customers and suppliers.

ATTRACTING AND RETAINING THE BEST TALENT

We continue to collect and monitor our recruitment data to see if bias is occurring. Our new recruitment platform enables us to source talent from wider talent pools. We continue to review our recruitment methods to ensure we are using a diverse range of job boards and recruitment partners, and using gender neutral language in our job adverts. We are also reviewing our exit interview process to capture more data about when and why women are leaving the Group, so we can better understand themes and trends. Developing our people data reporting to provide greater insights into our workforce.

GROWING OUR TALENT PIPELINES FOR THE FUTURE

We are committed to building talent pipelines across the Group. Our graduate and apprenticeship schemes are successful year on year as we invest in the next generation of talent for Property Management, Property Management Accounting and Building Consultancy. We want to widen our talent pools and offer people the opportunity of a fulfilling career with us. We have also taken steps to review our career paths and how we can create opportunities across the Group for people to reach their full potential.

OUR PEOPLE

Our ED&I strategy has set strong foundations for us to deliver greater diversity across the Group. We continue to promote education, training and awareness of ED&I, and the positive impact of a diverse and inclusive environment. Unconscious bias training was rolled out across the Group in 2023. We aim to further connect our Employee Network Groups and regional groups, as we believe we are stronger together when we are connected and our goals are aligned. We also continue to gain insights from our people data to inform our Action Plan. Our ongoing review of our HR policies is underpinned by how we can promote greater engagement and inclusivity across the Group.

SUMMARY

Workman is a successful organisation with sustained growth over the past 40 years.

We are proud of the achievements of our people and we truly believe that our people are our greatest asset. Our people are at the heart of what we do and we want to attract and retain talent into an environment where they can reach their full potential.

MATT PATEMAN

Managing Partner

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Our people are at the heart of what we do and we want to attract and retain talent...

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workman.co.uk/our-people

